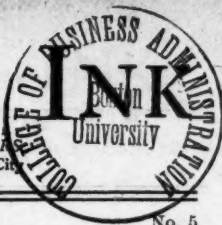


PRINTERS'

Registered U. S. Patent Office
A JOURNAL FOR ADVERTISERS
185 Madison Avenue, New York City



VOL. XCV

NEW YORK, MAY 4, 1916

No. 5

*—and all they wanted was
some trade matter*



ABOUT a year ago one of the largest manufacturers of travel goods requested our assistance in the production of mail matter for the trade.

A study of their business developed these facts: Two classes of goods were sold. One, high-priced; the other, low-priced; neither trade-marked. 75% of the business was on the cheap numbers.

Today they are national advertisers and these conditions are absolutely reversed. Work with their salesmen and trade has resulted in trade-marking *all* the better numbers in their line.

The best stores in the country have been glad to stock the trade-marked goods, and 75% of the orders are now for the higher priced and more profitable numbers.

The business in 1916 will be more than \$400,000 in excess of 1915. Orders in hand will keep them running for months. If it were possible to get enough skilled workmen, it would be quite possible to double their business this year.

N. W. AYER & SON

ADVERTISING HEADQUARTERS

PHILADELPHIA NEW YORK BOSTON CHICAGO



ANSWERS TO ADVERTISERS

Q. What is the reason for the adoption of the name, "Federal," by a well-known advertising agency?

A. "Federal" is a fitting name for an advertising organization modeled on the plan of the Federal Government. Each Executive of the FEDERAL AGENCY is the governor of his special territory in the Federal Organization. He is exactly experienced and admittedly qualified in his particular field, whether it be textiles, foods, hardware, drugs, automobiles, stationery, or apparel.

The Federal Staff is, therefore, really an association of merchandising specialists, each an expert, and all backed up by complete Federal resource in all the complex details of big advertising organization. The FEDERAL ADVERTISING AGENCY of New York advertises its business as above with the slogan, "*Put it up to men who know your market.*"

ENTERED

VOL. X

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PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

ENTERED AS SECOND-CLASS MATTER AT THE NEW YORK, N. Y., POST OFFICE JUNE 29, 1893.

VOL. XCV

NEW YORK, MAY 4, 1916

No. 5

How the Packard Chooses Dealers

An Interview with

H. H. Hills,

Sales Manager, Packard Motor Car Company

SUPPOSE you were the general sales manager of a big automobile manufacturer, with the big job of making the sales map equally absorbent in all parts.

Suppose one very important section of that sales map wasn't absorbing as many machines as your analytical charts showed that it should be absorbing.

Suppose you were struggling with the problem of making that one section take its share of machines.

Then suppose along comes one of the wealthiest automobile dealers within a thousand miles of that particular city and begged you to let him *quadruple* your sales in that very territory.

Your field men investigate him and find him *some dealer*, a live wire, well known in the territory, well liked, backed by ten times as much money as will be needed.

You don't know that he can do what he says he can do, of course, but he offers to write his promises in his "business blood," and back it up with a cashable bond, under which he agrees to actually *take* four times as many machines as you have ever sold in the territory.

On investigation you convince yourself that his bond is good, and that he *can take* as many machines as he agrees to take, and will not be very greatly inconvenienced financially even if he had to buy them outright out of his own bank account.

He is so eager to get the dealership that he comes twenty-five hundred miles to try to persuade you to take him up. He is absolutely sure he can do it, and, while

you don't know whether he can or not, he almost convinces you he can.

He is a good salesman himself, and uses all of his salesmanship on you. He sells you on his absolute confidence in the machine, his absolute knowledge of the territory, and his absolute sincerity on the guarantee.

Nine hundred and ninety-nine men in a thousand would be so eager to see that man's signature on a really truly company contract, that they would have great difficulty concealing that eagerness. It would almost bubble over. The fountain-pen probably would tremble a little on its way from his fingers to those of the prospect.

And when the contract was signed he would almost run to the president's office to ask for a raise in salary. *A great thing*, he would have done, and an increase he would have earned—if.

And there's the rub.

PRESENT GAINS NOT THE THING
SOUGHT AFTER

Exactly that thing happened in the case of one of the Packard Motor Car Company's Pacific Coast dealer-shops, and the Packard turned down the would-be dealer.

Told him "no!", just like that. Positive. Not "N-o-o-o, I don't think s-o-o," real doubtful-like, but "NO!", with a *bing* in it.

And the Packard is big enough and successful enough to know what it is doing.

Listen!

It wouldn't have *paid* the Packard to accept the offer, and the Packard is in business to make money, just like anyone else.

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The prospective dealer really meant what he said, all right. He would have *taken* four times as many Packards. The Packard company could have *made* him take them under the contract he *wanted* to make.

It was a sure thing for the Packard, you'll say, and you probably don't see how they could lose money on it.

But suppose this big dealer, even with all his confidence and ability and money, found at the end of the season that he hadn't really *sold* as many Packards as he had *contracted* for, and suppose he found that the Packard had taken him seriously on his contract and expected him to take just as many as he had *contracted* for.

What would he *do* with them?

Even as rich a man as he couldn't use a whole trainload of machines, and even if he had as many wives as Solomon he really wouldn't need so many machines.

Here's what he'd do. Here's what he would *have* to do.

He'd *cut Packard prices!* He'd *butcher* the Packard *business* in one of the biggest cities on the Pacific Coast!

And the Packard selling machine doesn't work on the slot-machine basis. The Packard doesn't gamble on what its dealers *think* they can do.

A certain "traveling drygoods store," a peddler if you prefer, passing through a little city in Indiana some weeks ago, offered a dress pattern to a certain lady for nine dollars. He found the lady interested, but low on change. After asking a few questions, he found that she had only two dollars. He sold her the dress pattern for two dollars. Just two dollars, no more, and not even a promise of anything more.

A department store downtown probably would have sold the same dress pattern for \$1.89, maybe for even less, or maybe, to go even further, it wouldn't have handled anything which *looked* so good but really *was* so *worthless*.

The peddler cared but little, you'll guess, for the lady's good

opinion, after the dress was washed, or after it got rained on. He wasn't *in business*. He was simply selling dress patterns. He didn't have any street address. He had no regular customers. He had no users' list.

But with a big company like the Packard, with a factory employing over 12,000 people and good will and prestige that cost millions in advertising and sales effort, direct and indirect—with a company like that it is a very different matter.

Such a company is in business. No matter how rich a company like that may be, it can't afford mushroom dealers. It can't afford to gamble on what some dealer or prospective dealer thinks he can do.

Even if the Packard had accepted Mr. Eagerness's contract, it would never have been good business to make him take even one machine more than he actually sold.

He *might* have sold *more* machines than the established dealer. But the established dealer already knew the Packard policy. There wasn't and couldn't be any doubt about his character or business ability, nor of the confidence he was able to command in his territory.

And he was known as the Packard dealer. There was no real reason to change, except that sales *ought* to be larger.

HELP FOR PRESENT DEALERS

The Packard policy was to train the man, to *help* him sell the balance of the quota for that territory.

Kicking him out or taking the dealership away from him wouldn't have been helping him.

Standing by him was the biggest kind of help. It showed him the kind of a company he was working for. It gave him more confidence. It put more *desire* to make *good* into him. It put him into the right frame of mind to accept the other help the company was in position to offer him.

And, of course, it had the same effect on a lot of other dealers, for such stories just naturally

Business Preparedness

Many of America's leading business concerns are practicing the most efficient sort of business preparedness by advertising regularly in *The American Boy*.

They are accomplishing two things:

1—They are reaching the very center of over 200,000 families, for "where there's a boy there's a family." These families are of the buying, consuming, home-building sort. That means immediate business.

2—They are getting on the right side of over 200,000 boys and young men at the plastic, impressionable period of their lives—when life habits are being formed. That is safeguarding the future and is the highest type of business preparedness.

The American Boy is really a wonderful magazine in the help, inspiration and healthy entertainment that it is giving to the youth of America.

A careful inspection of any number will show the advertiser why it has such a wonderfully loyal and responsive following. The extent and character of the advertising too, will be a revelation.

Advertising in *The American Boy* brings sure results—today, tomorrow and in the years to come.

Again we say, steady and persistent advertising in *The American Boy* is the finest sort of business preparedness!

Advertising with a family appeal and of the highest class solicited.

Circulation, 200,000 (at least) net paid guaranteed.

MEMBER A. B. C.

The Sprague Publishing Company

J. Cotner, Jr., Secretary-Treasurer
Detroit, Michigan

Eastern Office
286 5th Ave., New York City
Elmore S. Murthey, Manager

Western Office
1418 Lytton Building, Chicago
John P. Ahrens, Jr., Manager

spread. It taught the whole Packard dealer organization a big lesson in company loyalty toward them. It taught them that money and power and willingness to promise cannot take a dealership away from them.

It taught them that once they had passed the stage of investigation and proving—and a lot of investigating and proving is done before any man can get on the Packard dealer-list—they could plan their business with the company behind them.

MAKING SURE RIGHT MAN IS CHOSEN

Some idea of the "examination" which a Packard prospective dealer has to pass before he can annex the Packard name in his territory is illustrated by an actual story of the choosing of a dealer in a certain important Southern city.

The list of possible dealers was gradually thinned down to two by the investigations and reports of field men. Some of them weren't big enough. Some were financially unprepared. Some couldn't show enough personal good-will assets.

The two were "twins." Reports found them equal. There seemed to be no choice. Both looked good.

A special field man was sent from Detroit to make a special investigation of these two men alone. He made a thorough investigation and reported no choice. They looked alike to him. Both were *very* good.

Another field man, one of the best men in the office, was sent to make another investigation. His report made no choice.

Then both prospects were called to Detroit for a personal interview with sales executives. When they went back, no choice had been made. They were both good, and, while it was plain one *must* be the better of the two, it was very difficult to say which.

An outside investigator was employed and sent down there to trace the family-tree of each man. He discovered that one of the men had once lived in another city. In this other city he found some old things which were not

wholly right. The man seemed to have outlived it, but there was now a doubt, and he was eliminated from further consideration.

This, however, only eliminated one of the men. The dealership had not yet been placed. The investigator did not quit and return to Detroit at once. He traced the other man's record also.

If anything had been found in the other man's record which put a doubt on him also, both would have been eliminated. But no doubt was found and he was given the dealership.

It is pretty certain now that any rival automobile man who has an eye on the Packard dealership in that city would be wholly wasting his time in any attempt to discredit the man who has passed such an examination. The company *knows* that its dealer in that city is worthy to wear the Packard trade-mark on his business card.

Every dealer chosen for a Packard sales territory must pass just such an investigation. The company refuses to gamble on any prospective dealer's word or reputation. Every man is investigated thoroughly, and frequently with outside aids.

The company is not taking any chance on "to-morrow" in any city. It makes sure, not only as to the willingness and probable ability of each prospective dealer, but of his character, his reputation, his past record, his standing in the community and everything else which can have a bearing on his connection with the company.

With a company like the Packard, building a sales structure with the future already charted, it is not enough to simply *sell* machines to dealers, nor to get dealers to agree to sell a definite output.

Of course, every Packard dealer has a contract specifying the number of machines he will want during the season, but what he agrees to take and what he gets are two entirely different things. Each dealer is allowed a reasonable number of stock cars when any are available for that purpose, but beyond that he must *sell* his

Needlecraft Sells Your Goods

The woman who takes NEEDLECRAFT is an ambitious woman.

"Just good enough" won't do for her and her family. She wants well made clothing and will take hours of time to make it. She wants also tasteful furnishings, good food, household conveniences, toilet articles—but the list of things an ambitious woman wants is too long to print.

It includes, however, whatever you have to sell that is really excellent.

Over One Million Subscribers

NEEDLECRAFT PUB. CO.

WILL C. IZOR, Advertising Manager

1 MADISON AVENUE, NEW YORK CITY

ROBERT B. JOHNSTON, Western Manager
Peoples Gas Building, Chicago, Ill.

Member of Audit Bureau of Circulations.

quota or he won't get the full number of machines contracted for. In fact, every dealer must revise his requirements at the end of every month, and if he can't place the full allotment, he gets what he *can* place, and some other dealer who is selling *more* than his allotment gets the balance, or what he needs of it.

The season's estimates by each dealer, on which factory production is based, are not actual purchases in the case of the Packard, because the Packard doesn't want any dealer to have even one machine more than he can easily sell within the season. It doesn't want any "fire sales," nor "over-stock sacrifices."

An illustration of this policy can be most easily given by reciting the story of an applicant for a position as contract man—to close new dealers.

A certain "human cyclone" of a salesman drifted into the office with a rosy story of a "whale of a business" placed for another company.

A few months' trip through Southern States had netted a very large number of dealers, each with an actual contract for a definite number of machines—a total aggregating a very large sum.

This salesman believed he had closed an immense amount of business for his company. He believed he had proven himself to be a truly great salesman.

And probably he had, if he be measured with the yardstick ordinarily used in measuring salesmen who place goods with dealers. Yes, he had sold a large number of machines, aggregating a large amount of money, and every dealer had contracted to actually *take* a definite number of machines, and knew he would *have to take* them.

Maybe every dealer was even pleased with himself at having been so liberally *sold*, though more likely most of them were pretty sure they had been oversold, for the "human cyclone" had crowded everyone to the limit. He was after "output," and got it.

But the Packard turned down his application. Packard dealers

aren't sold that way. Neither is Packard output maintained that way.

It would be rather odd for a typewriter manufacturer, or even a shoe manufacturer, to get business on that basis, because that which is sold to a dealer is not really sold at all.

The dealer, likely, will pay for what he buys, but it isn't *sold* till the ultimate consumer or user buys. The shoe dealer who has twice as many shoes in his stock as he can sell isn't likely to carry them over into another season. He will sell them at wholesale, if necessary, just to get them out of his way and to get his money out of them.

So would the typewriter man. And so will anyone else. It is the *only* thing to do with an over-stock.

So the Packard doesn't sell its dealers anything they can't also sell, and no dealer is *allowed* any more machines than he actually can sell, no matter what his contracted requirements may be.

HOW DEALER'S CONFIDENCE IS WON

Another policy which undoubtedly has been a big factor in the building up of the wonderful Packard sales organization is the absolute confidence the dealers have come to feel in the fairness of the company's policy toward them in stock and in prices.

In one of the newer Northwestern territories some time ago a wealthy and progressive business man was sifted out as the logical Packard dealer. He stood every test and proved up to the required standard.

He also was eager to get the account, but his former business associations had taught him a bad habit in buying. He had found that with plenty of money and credit and a large buying capacity he could get inside prices on a considerable percentage of everything he bought.

In fact, he had gone so far in his hobby of cutting prices at the buying end that he was very "bearish" toward any line he couldn't get an inside price on.

After he had asked for the deal-



"For B'AR!"

NICHOLS-FINN Advertising
and Merchandising campaigns
are loaded for *Big Game*.

Now, of all times, when unexampled prosperity is HERE, it is a mighty poor business hunter who stalks cottontails and uses birdshot. Let us help you go after "b'ar" with the real high-powered modern weapons. We've helped topple over some Big 'Uns for leading American advertisers. It's the open season now. Will you call, or shall we?

Write for Joseph H. Finn's new book—
"Bigger, Better Business"—mailed on request.



NICHOLS-FINN
ADVERTISING COMPANY
222 SOUTH STATE STREET, CHICAGO
200 FIFTH AVENUE NEW YORK

ership and had passed the Packard tests, he began talking inside prices. The field man handling the deal knew there weren't any inside prices and he couldn't close the deal on the regular contract form, and reported the result to Detroit.

In the correspondence with the prospect which followed the Packard "won't" was met with a just as firm "You've got to," and the deadlock was on. Finally the prospective dealer made the trip to Detroit to show why he was entitled to an inside price.

He was told again that there *couldn't be* any inside price, and he left without signing any contract.

The matter dropped. It looked like a good dealer lost, because, so far as could be seen, he wasn't going to yield and the company couldn't.

Several months later a field man passed through the city and telephoned to him. The field man was not seeking to reopen the negotiations unless the prospective dealer brought up the subject first, but was simply glad to see him and to know what he thought about business conditions.

The prospective dealer wanted to know if the factory man wasn't coming out to the office. The latter consented to go out, but even there he carefully avoided any mention of the former negotiations, though he pleasantly discussed business conditions and similar matters. Finally the dealer brought up the subject of the inside prices and wanted to know when the factory was going to give in. The answer was positive, "Never." He must have been convinced, for pretty soon he asked for a regular contract and signed it.

Of course, all of the dealers know, from just such cases as this one, that the price they are getting is the same price all the other dealers are getting. Each one knows that if any one dealer got an inside price, he would get it also, and his plans are based on the absolute certainty that the only prices he can get are the prices every dealer is getting.

Another illustration of the policy behind the Packard system of choosing dealers, and one which, like most of the other big policies, applies equally well in any line of business, whether sausages or office supplies, is the policy of distribution.

During the past few months, especially, the big Packard factory has been behind on production. In fact, production has been one of the biggest problems.

Practically all dealers have been able to sell more machines than they could get, and some of them have had cancellations because of unavoidable delays.

HOW ONE SUSPICIOUS DEALER WAS HANDLED

The older Packard dealers, while they have appealed to the company to give them machines, and sometimes almost with tears in their eyes—if tears ever get into business men's eyes—there has been only one dealer who has acted as if he thought the company might be treating him differently from any other dealer.

He was a comparatively new dealer, but one of the very promising ones and one the company values very highly, if it could value one more highly than another.

This dealer wrote a very positive letter to the home office, threatening to cancel his contract if the company didn't give him a certain definite number of machines, which he mentioned. He also suggested that machines were going down East—in fact, said some of his customers had told him so.

The reply he got, while courteous and respectful enough to go into some details as to the company's policy, was very positive to the effect that if he still felt that there was any doubt about the company's fairness, his cancellation was "hereby accepted."

Notice it was not said that the company would *consider* his cancellation if he actually wished to send it, but that it was *accepted* on the strength of the *letter*, without going any further, not if he *insisted*, but if he *didn't have full*



11 EAST 36TH STREET
NEW YORK

C.O. BRIDWELL,
*formerly a member
of the Sales Depart-
ment of Procter &
Gamble Company, is
now a member of the
CHELTENHAM
Advertising Agency*

confidence in the company policy toward him.

Incidents like this, and similar ones, prove to every dealer that he is getting absolutely impartial treatment. The dealer just mentioned didn't get any more cars than he would have gotten if he hadn't written at all, and didn't get any less—for he very quickly withdrew his threat and made it clear he didn't want to cancel.

There are several big points in the Packard policy of choosing dealers, all of which get down to basic principles and can be used in other businesses.

First, every dealer is chosen after a rigid investigation designed to bring out the probability not only of sales during the period of the contract, but of continued sales; that is, the *man element* plays a very important part in the choosing of the dealer—he must, above all, be a *real man*.

Second, the business is safeguarded against any act by the dealer which could in any way lower the prestige of the goods in the territory.

Third, the company does everything to aid every dealer which can be done, both to increase sales and to help him make an actual profit.

Fourth, the company makes every dealer know that he will get a square deal. He knows there isn't enough "pull" in politics, business or society to take his dealership away from him so long as he makes good.

Fifth, he knows that he is getting exactly the same treatment all other dealers are getting, both as to prices and deliveries, as well as in the hundred and one other lesser things.

Sixth, the amount of goods the prospective dealer thinks he can sell enters not at all into the matter. A willingness to sign a contract even to double the expected business does not "cinch" a contract. If the dealer is the *right man*, he will surround himself with the right kind of salesmen and he will get the right amount of sales. The right type of man and the right training is better than any amount of promises.

"Harper's Weekly" Merged with the "Independent"

Harper's Weekly has been purchased from the Harper's Weekly Corporation by the publishers of *The Independent* and will be merged with the latter publication. It is announced that this will involve no radical change of editorial policy on the part of the *Independent*.

Three years ago *Harper's Weekly* was purchased from Harper & Brothers, who had published it for fifty-six years, by independent interests headed by Norman Hapgood, who had been editor of *Collier's Weekly*. The *Independent*, sixty-eight years old, has been associated with a single family during its entire existence. Hamilton Holt, the present editor, is the grandson of the founder, Henry C. Bowen. Two and a half years ago Mr. Holt was joined in the ownership and management by William B. Howland, for twenty-three years publisher of the *Outlook*, and his two sons, Karl V. S. Howland and Harold J. Howland, who had also been associated with the *Outlook* in the advertising and editorial departments.

The familiar old drawing which headed the title page of *Harper's Weekly* for so many years, with a torch as the dominant feature and the words "A Journal of Civilization," will probably be incorporated in the *Independent's* heading.

"Metropolitan" Honors J. Mitchel Thorsen

On April 28th the staff of the *Metropolitan Magazine* presented J. Mitchel Thorsen with a grandfather's clock on the occasion of his resigning as advertising manager. The presentation speech was made by H. J. Whigham, president of the Metropolitan Magazine Company. The gift was a great surprise to Mr. Thorsen, as well as Mrs. Thorsen, who was present.

In the evening Mr. Whigham gave a dinner to Mr. Thorsen at the Hotel Plaza. Twenty-five members of the advertising, circulation and editorial staffs were present.

Complimentary Luncheon to Ridgway

Amon G. Carter, vice-president and general manager of the *Star-Telegram*, Fort Worth, Texas, gave a luncheon in honor of Erman J. Ridgway, of *Everybody's Magazine*, at the Waldorf Astoria Hotel, New York, April 27th. More than one hundred men, prominent in the publishing and advertising world were present.

Achenbach With Nordhem Company

M. S. Achenbach, who resigned on April 1 as advertising manager of the H. J. Heinz Company, has associated himself with the Ivan B. Nordhem Company, as secretary. He took up his new duties in New York on May 1.

Brooklyn looms large in the eyes of New York Department Store Managers.

These men know that they must use Brooklyn papers to secure Brooklyn trade.

Among the nine evening papers, in New York City and Brooklyn, the Standard Union was fourth in the volume of Department Store Advertising carried during the year 1915.

The Advertisers who used these 2,699,606 lines in the Standard Union have a distinct advantage over those who didn't use any space.

But it is not too late to catch up.

Not For Sale

BUTTERICK has no "dealer influence" for sale.

The recognized standing and number of our merchants and the long and close affiliation between them and ourselves has given us what may perhaps be a well deserved reputation for so called "dealer influence." We may, therefore, speak with some authority on the subject and it seems advisable that we state our attitude explicitly.

Not infrequently we are asked by some advertiser for a list of the 17,000 dry goods and department stores that sell our magazines exclusively. We feel obliged to decline. We are requested from time to time to mail trade circulars to our merchants, and this request we have also to decline.

Dealer influence is due solely to consumer influence. The influence of a national magazine on dealers is in proportion to its influence on subscribers.

Whatever influence the magazines composing The Butterick Trio have with dealers has come from the confidence in these magazines felt by our readers. It is obvious,

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therefore, that the manufacturer who wishes to obtain influence with his trade can best accomplish his end by the same method, i. e., appealing to the public.

One other element is necessary to dealer influence: The magazine's influence on the reader must be recognized by the dealer. The first essential is for the dealer to be acquainted with the magazine, which naturally is the case when this magazine is regularly and exclusively sold in a department of his own store.

The rock upon which the most secure advertising has been established is the expressed preference of the consumer to the dealer.

In some "dealer circulars" there is an ill-advised attempt to make the echo louder than the sound.

The Butterick Trio has no "dealer influence" for sale. It has for sale its circulation of a million and a half consumers secured by methods which assure manufacturers the maximum effect with their retail trade.

Butterick

CIRCULATION

You pay for . 700,000
We guarantee 800,000
You get . . . 900,000

OUR present rate of \$3.50 a line is based on 700,000 circulation. We guarantee 800,000. Beginning with the September issue the circulation of Today's will be not less than 900,000 copies per issue. The closing and publication dates will be ten days earlier. The discount date will remain unchanged.

Closing date hereafter

1st of second preceding month.
(July 1st for September issue).

Publication date hereafter

1st of preceding month.
(August 1st for September issue).

NOTE: The regular distribution of the magazine will be completed by the 20th, the average date that the subscriber will receive the magazine being the 10th of the preceding month.

Discount date unchanged

5th of preceding month
(August 5th for September issue.)

NOTE: As the discount date remains the same, advertisers and agents will not be inconvenienced by earlier payment being required.

TODAY'S MAGAZINE

Member of the Audit Bureau of Circulations

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FLA

Claims of Quality in the Product Are Reinforced by the Character and Size of the Organization Back of It

Paul Schulze

THOUSANDS of dollars' worth of goods are sold on personality every day in the year. One may theorize to his heart's content concerning the unwisdom of such a condition, but the probabilities are that it will persist so long as business is conducted through the medium of human relationships. People will buy from concerns in which they have confidence, and will refuse to respond to the appeal of those whom they distrust. Many a sale is clinched simply because a certain concern is a good one to do business with, and another is not. Oftentimes there are no definite and logical reasons which can be given—it is simply a matter of confidence or the lack of it. A man who answers the telephone with a "what the devil do *you* want" in his tone of voice can undo the work of a dozen calls by the star salesman. The per-

Now there are buyers with whom the appeal of personality is of extreme importance, and there are others with whom it cuts little figure; there are lines of goods which can be sold by surrounding them with the personal atmosphere, and there are other lines which must be supported by a relentless insistence upon the intrinsic merit of the product. Just to what extent personality will prove effective is one of the problems which must be solved by individual good judgment; there is no formula by which it may be determined. This is the story of a business (a baking business, it happens) which started twenty-three years ago with a capital of \$10,000, and has been developed largely

PLAYING ON THE PERSONAL NOTE IN NEWSPAPER SPREADS FOR ALL IT IS WORTH

through the skilful use of the personality appeal in its advertising until it supplies more than 50 per cent of the bakers' bread consumed within a radius of 300 miles from Chicago. Some of the reasons for its reliance upon personality, and the methods by which that quality was given expression in the copy, may be of value to manufacturers in other lines.

The primary object of the Schulze Baking Company's campaign is to persuade the housewife to stop baking her own bread

get that impression merely by eating our bread, no matter how good it is. Her enjoyment of the bread, and her family's appreciation of it, is a triple matter of taste, appearance, and *confidence*. Confidence in the purity of the bread has much to do with the pleasure of consuming it.

EXCELLENCE OF PRODUCT NOT ENOUGH

"You know, there's an old axiom which says that the *reason* for a price is more influential in making the sale than the price itself. This principle applies to the sale of the idea that Schulze bread is more clean and wholesome and palatable than home-made bread. Of course, it has been up to us to produce bread which actually meets this comparison. But mere excellence of bread is not enough. The *reason* for the excellence is the big influence in getting the housewife's *confidence* in this brand of bread, or in any other food product, I think, which is in competition with household cooks; this notwithstanding the fact that some of the books on advertising assign 'reason-why' copy to a limited set of conditions which would not include bread.


"My experience tells me that the best and fastest means of presenting to the public the *reasons* which

are so influential in making sales is through advertising; and my experience also tells me that it pays to set forth *basic* and *fundamental* reasons for the excellency of a product; and to state them in direct, simple and concrete fashion.

"I want the reason for the confidence of the housewife in the purity of our product to be deep

How **SCHULZE** Solved Chicago's Bread Problem


A Little Story of a Big Success

Twenty—The story of the rise of the Schulze Baking Company is a story of the power of advertising. It is a story of the power of the printed word. It is a story of the power of the newspaper. It is a story of the power of the magazine. It is a story of the power of the book. It is a story of the power of the radio. It is a story of the power of the television. It is a story of the power of the motion picture. It is a story of the power of the newspaper. It is a story of the power of the magazine. It is a story of the power of the book. It is a story of the power of the radio. It is a story of the power of the television. It is a story of the power of the motion picture.

SCHULZE
BUTTERNUT BREAD

Schulze Fine Baking Products Include —
Schulze Butternut Bread Schulze Soft Bread
Schulze White Bread Schulze Fine Corn Bread
Schulze Fruit Bread Schulze Lemon Cake
Schulze Coffee Cake Schulze Fruit Cake



NOT AS AN EXHIBITION OF VANITY, BUT TO CREATE CONFIDENCE, THESE CHIEFS ARE FEATURED IN FULL-PAGE NEWSPAPER SPACE

and to buy Butternut Bread for her table. In order to do that, it is first necessary to convince her that Schulze bread is as good or even better than the bread she bakes herself. That might seem to be merely a matter of persuading the housewife to try the product for herself, but it is not so simple as that. As Mr. Schulze put it: "The housewife will not

A hundred million dollars' worth of copper—

bought recently by the Allies

Four hundred million pounds of copper at 27c. per pound—a sale amounting to \$108,000,000—of which the copper companies profit to the extent of some \$68,000,000.

Figures which show the unparalleled activity of the mining industry—not just in copper but in every branch of this field in which copper is but a part. It is this field—this actively-selling, actively-buying field!—which is served, covered and dominated by the Engineering and Mining Journal—the international metal mining paper.

The bulk of the copper produced in this country as well as lead and spelter is sold on the Journal's quotations. These are likewise used to govern the scales of wages in many districts.

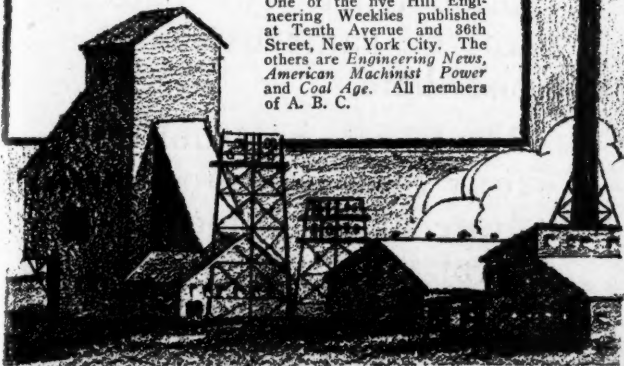
In other words, producers and consumers alike have confidence in the Journal, and the confidence of its readers is that which makes a paper valuable as an advertising medium.

The Journal today is covering a field second to none in buying power. It reaches the men who buy. They have money and are buying. The moral is clear.

Advertise now in—

The Engineering and Mining Journal

One of the five Hill Engineering Weeklies published at Tenth Avenue and 36th Street, New York City. The others are *Engineering News*, *American Machinist*, *Power* and *Coal Age*. All members of A. B. C.





Unlike any other paper

Some people are big
enough to handle the
business from

1,000,000
country homes

To such big-business
people this advertisement
is a reminder that it costs
less to buy The Farm
Journal's 1,000,000 circu-
lation than to try to patch
up the same quantity
elsewhere.

The \$4 rate holds for the
four Summer months.
June closes tomorrow.
Act!

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rooted in the personality of the business. That is why we advertise extensively the personal factors involved in our success. I look at it this way. If advertising the personnel of the business succeeded in getting confidence in patent medicines, surely the power of a certain amount of good personality advertising is great when applied to a product like bread—the most staple of food products. But my confidence in this kind of advertising is really based on wonderful results from it."

According to Mr. Schulze's analysis of his problem, there are three main facts which must be fixed in the minds of consumers:

1. That Schulze bread is better than bread baked at home—not merely as good as homemade bread; *and why this is true.*

2. That this fact is the main reason for the size of this baking business.

3. That the organization is made up of aggressive men with the highest ideals of good service. That this is the fundamental reason for the quality of the firm's service to dealers and to consumers.

The large success of the business really dates from the adoption of the course of reasoning outlined above. "For a long time," said Mr. Schulze, "we had no definite impressions in mind. Consequently, our advertising was not by far as efficient as it is today. A vague idea of what are the desired results of advertising gets vague results. A clear-cut idea of the definite impressions desired is the *first* step in making them. In fact, impressions in the public mind tend to make themselves when they are *clearly* and *definitely* perceived in the mind of the advertising man. This is our experience. I think it is highly important—this idea of knowing exactly what it is that the advertising must do."

The company's belief in the value of the appeal through the size and character of the institution is so strong that when a site for a new bakery was needed, several years ago, a cool half-million was added to the necessary in-

vestment in order to secure a boulevard location for the new plant. This location and the prominence of the building inevitably suggest that the product must be good, and much of the company's newspaper advertising is devoted to strengthening the impression.

"This kind of copy is unique in this business," said J. M. Kraus, advertising manager of the company. "But its uniqueness is not the main reason for its success. It is the reason for the quality that gets the housewife's confidence in Butternut Bread. Facts which make up this reason are the main cause of the effectiveness of copy which attractively presents them; it is uniqueness of facts—facts concerning conditions which offer the housewife a convincing reason, and which serve to give this business a distinctive personality—the best kind of insurance against imitation.

"That is our reason for strong emphasis on the personal element. Results, gauged by increases in business, have been wonderful. But this is not altogether due to personality advertising, pure and simple. We seldom neglect impressions number 1 and 2 in our analysis. In fact nearly all of our advertising copy other than very small space includes all three of the basic impressions we want to make. Now and then we confine big space mainly to one impression. For example, the two-page newspaper spread in which we published the pictures of a couple of hundred or more of the salesmen and executives in our organization.

"Our main idea in running that big ad was to help impress intensively the idea that the personnel of the institution is made up of aggressive men—many of them. In a sense it was also an advertisement to our men—to show them what we think of them. Primarily, however, this big advertisement cost us over \$10,000 in one day—was one of the big guns in our personality campaign.

"Two hundred dollars in prizes were offered to consumers who wrote letters of criticism of this

ad. This was done mainly for the purpose of tying up this big advertisement with the dealer. It was necessary for consumers to ask dealers for details concerning the contest. And \$200 in addition were given to the dealers—to those dealers with whom the prize-winning consumers traded.

"Another reason for this prize contest was to get greater concentration of attention to this unusual advertisement. We figure that this prize idea gained for us more than 50 per cent in concentration."

GROWTH LARGELY DUE TO ADVERTISING

As a matter of fact, advertising has played an unusually large part in the success of the business. It was an advertising idea which was largely responsible for the start of the concern. Mr. Schulze was the Chicago representative of the Washburn-Crosby Milling Company, and was accustomed to sell his company's advertising to the dealers and bakers upon whom he called. The baker-shops of that period were so often to be found in dingy basement quarters, that Mr. Schulze began to believe that there was a great opportunity for an advertised bakery of an entirely different character.

As already stated, the company was started with a capital of \$10,000, of which \$1,000 was immediately invested in newspaper advertising. To-day the company has branch plants in Kansas City, Cincinnati, and Peoria, Ill., and is selling an advertising service to bakers in small towns all over the country together with the formula and the right to manufacture Butternut Bread. Thus the company's business is expanding on a national scale, although its own advertising, and that of its clients, is strictly local in its appeal.

"Our advertising is naturally heaviest when bread sales are largest—in the fall and in the spring," said Mr. Kraus. "Yet we also find that it pays best to advertise rather strongly with a certain kind of copy when other big bakers are not advertising. So

we really spend money somewhat evenly the year around.

"We direct much of our copy at children. In about 60 per cent of cases, the mother does not specify the kind of bread when she sends her child to get a loaf. Children know Butternut Bread. They see a child carrying a loaf in all the outdoor copy and in much of the newspaper copy. We find that it pays well to advertise bread to children.

"The line of least resistance for more business seems to be from the housewife who still persists in baking her own bread—the woman whose habit of baking is very much fixed or whose prejudice against baker's bread is very deep. Prejudice is the big resistance. Sunshine and boulevard equipment like ours is necessary to break down this prejudice. Therefore, for us, copy that wages war against this prejudice seems to be best for the present. Of course, such copy is also strong in getting and holding the trade of women who prefer baker's bread.

"Our advertising creates 'consumer acceptance' as well as consumer demand. When the kind of bread is not specified, the delivery of Butternut is appreciated. Therefore, the necessity of strong dealer co-operation. Little could be done without the dealers' co-operation. He pays cash each day, but bread is really delivered on consignment. Each dealer is visited twice daily. Squareness to dealers—absolute impartiality in service and price—is necessary. That is another fundamental reason for strong personality advertising. But chiefly we want housewives to know that men with high ideals are back of the wonderful equipment and the more wonderful product of the Schulze baking plant. The personality aspects of our advertising give us the most solid basis for a convincing appeal to the housewife—it gets us back of marvelous machinery and processes to an *idea* of the sort that women appreciate. This kind of advertising perhaps would not be as effective if our appeal were to men."

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Herl
J. C.
Hen
F. C.
Walt
A. B.
F. G.
Hen
Fred
Boa

New

Letters like these explain Collier's popularity—the printing order this week is 905,000 copies—

AUTHORS

A. Conan Doyle
Booth Tarkington
Rupert Hughes
Arthur Ruhl
Frederick Palmer
James Hopper
George Pattullo
Peter B. Kyne
Charles E. Van Loan
Grantland Rice
Victor Murdock
Carl Snyder
Mary Roberts Rinehart
Maude Radford Warren
Julian Street
Lincoln Steffens
Henry J. Allen
William Allen White
Edward Mott Woolley
Isaac F. Marcossan
Hamlin Garland
Alden Brooks
H. G. Wells
Bernard Shaw
James William Fitzpatrick
Josephine Daskam Bacon
Inez Haynes Gillmore
Beatrice Grimshaw
Meredith Nicholson
Earl Derr Biggers
Edgar Wallace
Edwin Balmer
Sax Rohmer
Richard Washburn Child
Gelett Burgess
Perceval Gibbon
Wadsworth Camp

ILLUSTRATORS

Edward Penfield
Herbert Paus
J. C. Leyendecker
Henry Raleigh
F. C. Yohn
Wallace Morgan
A. B. Frost
F. G. Cooper
Henry Reuterdahl
Frederic Dorr Steele
Boardman Robinson

"These days Collier's seems better than ever. To me it is many magazines in one."

"No other publication gives me the enjoyment or grips my interest as does Collier's."

"Your cover designs make a point and are always opportune."

"Collier's is the one impartial, fearless magazine I know of."

"Collier's is one of my best friends; dependable, stimulating, trustworthy."

"Its sound Americanism at this particular time is a blessing and a benefit to our great community."

"Collier's is unapproachable among periodicals, a shaper of American life into conformity with the best ideals."

5¢ a copy
Collier's

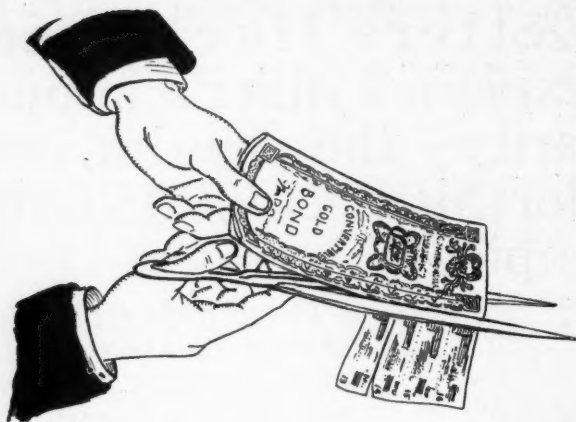
THE NATIONAL WEEKLY

New York

Chicago

Boston

Philadelphia



Have you ever noticed the number of financial houses which advertise in Leslie's because it pays them well?

Forty-five.

It's only natural that Leslie's should be a good medium to reach people with money to invest.

For our 420,000 homes form by far the largest net-paid \$5-a-year circulation of any periodical in the world.

The people who pay us over \$2,100,000 a year for Leslie's itself are an unusually rich field for cultivation by any high-grade financial advertiser—or any other advertiser to whom unusual buying power means anything.

One of our forty-five financial advertisers has used 185 consecutive issues of Leslie's. Another has used 114 consecutive issues.

LUTHER D. FERNALD, ADVERTISING MANAGER

Leslie's

Illustrated Weekly Newspaper

Member of Audit Bureau of Circulations
 Boston NEW YORK Chicago

One Letter of Inquiry Brings Nineteen Pounds of Follow-up

How Various Advertisers Handled a Lead Passed on to Them by a Readers' "Service" Bureau

By Albert King

NINETEEN pounds of follow-up!

There's no doubt about its weight, because I have just brought down from the attic the scales we used to weigh the baby on, piled it all up in a wobbly, Tower-of-Babel sort of way, and then adjusted the sliding indicator on the balance-bar myself. And it tipped the scales at nineteen pounds and more!

The follow-up came from manufacturers of anything and everything which the wildest stretch of the imagination could conceive of going into the construction of a house. I have no way of knowing whether all others who are inoculated, though even mildly, with the home-building bacillus, become the bull's-eye for a like amount of through-the-mails salesmanship. And yet it would seem not unlikely, inasmuch as I certainly did not go out of my way to seek it.

And if this is the way the manufacturers of building materials go after every prospect they hear of, there can be little doubt in my mind that there is at least one good reason why the cost of building is reputed to be so abnormally high. They have to make up the cost of it on someone, and the chap who eventually surrenders before their onslaughts, and is so careless as actually to buy, must have to meet that cost.

It came about so innocently and so unsuspectingly that, as I look back to the original move which brought it about, it seems scarcely possible.

You never can tell what you are starting when you write a simple letter of inquiry. My unguarded moment came when I wrote the editor of one of the leading class publications of country life

and suburban homes. I suppose it was one good test of the worth of his magazine and my regard for it that I had saved for nearly three years a page from one of its issues which pictured a house which peculiarly appealed to my sense of what is correct in domestic architecture.

I told that editor about the picture which had struck my fancy, and asked him if he could give me any more details as to it: floor plans, etc., or could put me in touch with a source of information on the subject. Had I known what that innocent-looking letter would mean to our already overworked postman, I doubt whether I would ever have mailed it.

THE SYSTEM AT WORK

Three days passed and nothing happened—no reply came in answer to my letter. On the evening of the fourth day, upon my home-return from business, Friend Wife met me at the door with a half-dozen businesslike-looking letters. I was a little stumped at first, because not one of them was from the magazine I had written to.

But, upon opening them, it did not take me long to discover what had happened. Wrote Keasbey & Mattison Company: "We have been advised by the Readers' Service of Blank Magazine that you contemplate building, and in this connection are writing you about our Ambler Asbestos 'Century' Shingles, etc."

Wrote the Stanley Works: "In connection with the new house which you are planning to build, we take the liberty of sending you under separate cover a copy of our booklet: 'Properly Hung Doors,' which we hope you will find useful."

And the others were in like

tenor. In fact I did not receive an answer to my letter to the magazine for more than ten days, and then it was to the effect that they could not give me any further information of the nature I desired.

And in the meantime, and afterward, your dear old Uncle Sammy certainly did a rushing business in his Post Office Department. In fact he is still doing it, and I writing nearly four months later. And rapidly and surely our postman changed from a man who proverbially met us at the door with a cheery "Good morning" to an overburdened and grouchy pack-horse.

He said he thought I might easily make a long beginning toward erecting a new house if I would take the trouble to make use of the various and multitudinous samples of everything imaginable, from plasterboard to floor wax, from roofing to color schemes, which he heaved from his tired back at my doorstep. On that which came on one delivery alone there was fifty-four cents' worth of postage stamps!

Mind you, there had been but this one source of knowledge that I even remotely contemplated building. It seemed as if there must be numerous underground ways and means whereby the building materials manufacturers passed along the names of prospects from one to another. Perhaps they are in the habit of swapping them with each other. At any rate it would seem incredible that the one magazine to which I wrote should have taken the trouble to give my name to all of those manufacturers who wrote me, because I am positive that many of them are not numbered among the advertisers in this magazine.

WAYS OF THE FOLLOW-UP

Most of the letters sent me were ready-made and obviously intended to be sent in reply to inquiries coming directly to these manufacturers, brought about by their advertising. And, therefore, some of them appeared ridiculous when directed to me, who had made no such inquiry.

For instance, the Mastic Wall Board & Roofing Manufacturing Co. sent me four letters in quick succession. The first was from the president, beginning: "Your letter has just been placed on my desk and I have given instructions to send you a sample of Bishopric Wall Board and our book on the Bishopric System of Construction, etc."

Ten days later, to the day, came another, this from the sales manager, starting out: "Mr. Allison Bishopric, president of our company, placed on my desk his letter to you, with instructions to send you a sample of Bishopric Wall Board and our catalogue. I did so some ten days ago and wonder if you got it, etc."

I was forced to jump to the conclusion that a large part of the activities of the Bishopricites consisted of running about their office, placing form letters on each other's desks.

The Heppes Company thanked me for my inquiry, which I had never sent it. The sales manager of the E. T. Burrowes Company did not stretch his imagination quite so much, however, when he wrote that he had been intending to write me ever since he had heard that I was building.

Sargent & Company took the trouble to spend two cents postage and use up some perfectly good stationery to say: "We thank you for your interest in Sargent hardware." The B. F. Sturtevant Company had received an interesting twist to its imagination because it had heard that I was planning to build a house costing \$10,000 (Ah! little did they know the state of my bank account), and that in it there was to be installed a vacuum-cleaning system.

Was there any part of this imaginative house of mine which was overlooked? Indeed, the Silver Lake Company was so kind as to advise me: "In building your house why not insure against broken sash-cords?"

And, believe me, there is nothing the matter with the imagination of the sales manager of the Roebuck Weather Strip and Wire

PRINTERS' INK

Screen Company. He has missed his calling and ought to be in the second-sight business, for he wrote me: "We have been watching the progress of your new residence and wish to call your attention to the necessity of arranging for screens while your house is being constructed." I'd like to see that home myself.

And not far behind him was the manager of the extension department of the Transfer Stained Shingle Co., who wrote me: "We have read with much interest of the residence you are planning to build, etc." While the Spencer Heater Company's man wrote: "The writer is somewhat familiar with your building plans and is taking the liberty of bringing to your attention a heating boiler which, etc."

The National X-Ray Reflector Co. had even heard that I intended to use indirect lighting. The Hocking Valley Products Company and the Honeywell Heating Specialty Company were both in-

formed that I was going to build "this season," the latter mentioning "a good residence," and the former just plain "a house." And there was a pile many inches deep of other letters of like tenor.

And this is all without mentioning the catalogues, booklets, folders, etc. Their number was legion and their cost must have been enormous. For instance, S. C. Johnson & Son sent me a most elaborate book describing the various wood finishes obtainable with their products, and illustrated with actual pieces of wood so treated and glued in. It cost them a dollar. I know that, because they told me so in a letter. But they are no "pikers," because a month or two later, not having heard from me, they wrote me again offering to send me a duplicate of that dollar book. And this was in addition to a great number of other folders, leaflets, booklets and miscellaneous printed matter from this same company, one of the lithographed

The George L. Dyer Company 42 Broadway New York



**Newspaper, Magazine
and Street Car Advertising**

Publicity and Merchandising Counsel

booklets alone being very elaborate and marked on the front cover, "Price, 25 cents."

The Macbeth-Evans Glass Company was not far behind in elaborateness, though they did not send so many pieces of literature perhaps. Theirs took the form mostly of portfolios, with handsomely embossed covers and many loose-leaves inside depicting lighting installations.

In all, upwards of seventy-five booklets reached me. Most were fat, but some were lean. There were lithographed booklets, offset booklets, some with deckle edges, and a few which looked as if they were printed by the job-press department of some country weekly. Quite a number of the manufacturers volunteered to send me a second copy of the same booklet, when the first had brought forth no answer from me.

One company making electric fixtures sent me one piece of literature a day, or at least every other day, for what seemed an interminable period. I got so I felt no day was complete which did not bring something from them, and it usually went unopened into the big box which I used as a container when my curiosity became aroused as to just how much matter would actually be sent me. It would be my best advice to anyone to keep off the mailing-list of Shapiro & Aronson, therefore, unless one is quite agreeable to buying a goodly allotment of tickets to the Postmen's Annual Ball.

LAVISH SAMPLING

Five-by-eight samples of wall-board came, a half-dozen in a mail. There were other sizable samples of roofing and shingles. It was surprising that no one thought to send a sample furnace or a few bricks, though I'm sure the architects even get the latter.

Reply postcards and stamped, self-addressed reply envelopes came in by the dozen—the latter I got in the habit of turning over to Friend Wife. She soaked off the stamps and thereby was able to write to her folks without expense for quite a period. At least

a dozen local agents 'phoned me and double that number spent the time and money to write me.

And what has it all come to?

I would leave it to the manufacturers of building materials to draw their own conclusions from my recital of my experiences. But it certainly would seem to me that they might very materially decrease their selling expense and make what they do mail out far more efficient if they would bring the power of their selling methods to bear upon the architects; that, in cases where the future house-owner *must* be approached directly, that they make much more certain than in my case that he really has been inoculated with the house-building bacillus and, if so, that he is *actually interested* in what they have for sale; and that, when they write him, they either write a specially worded letter or have and pick a form-letter which really fits his case.

Everyone knows there are thousands of people—young married couples and others—to whom the idea of planning a house is something like a romance. They play at it like old men play chess. They dream of it. They may not actually excavate for a decade. Many of them *never* will. Most of them do not even own a lot. And yet they have fun—heaps of fun—and pass many happy evenings, drawing their amateur plans of their Castles in Spain, their Castles-in-the-Air, which they may, some day, perhaps build.

If everyone of them who happens to write a letter making a slight inquiry gets what came to me, there is good reason for building prices being high, and for late marriages in consequence.

Sales Manager for Coal Producer

Mart H. Adams has been appointed sales manager for the Sans Bois Coal Company, Oklahoma City, producer of furnace coal. He was former assistant sales manager for M. B. Schofield Company, Oklahoma City.

The Lockwood Trade Journal Company, New York, has purchased the *Office and Store Outfitter*, and will issue it in conjunction with the *American Stationer*.

During April, 1916,
each issue of
Engineering News,
compared with
the corresponding
issue of 1915
carried an average
of **30%**
more advertising

The engineers' and
contractors' paper
published at 10th Ave.
and 36th St., N. Y.
City. (One of the five
Hill Engineering
Weeklies.)

ENGINEERING

NEWS

When a *big serial* in Hearst's nears its conclusion, there will be another serial *just as big, just as vital, just as interesting*, to take its place.

Hearst's has gained its more than 600,000 circulation not through one feature, but through a combination of features.

If Hearst's relied on one feature alone to hold its circulation the task of editing would be vastly easier, the editorial contents very much less costly.

No general magazine published spends *more money* for its editorial contents, issue for issue, than does Hearst's Magazine.

No general magazine spends *more money* for illustrations than does Hearst's Magazine.

Hearst's is made as *good* as the *best brains* and *money* can make it.

That is *why* Hearst's Magazine has reached 600,000 circulation.

That is *why* Hearst's will go *higher*, much *higher*, than 600,000 circulation.

Hearst's Magazine is just like any other "branded merchandise." It can only be sold .

continuously and in increasing quantities when it is *good all through*, and interesting *all the time*.

We know Hearst's is a good magazine because its circulation has been more than doubled in the last year without any "bargain offers to subscribers"; "rebate offers to news dealers"; "ground floor prices" to subscription agencies.

We have insisted on a fair price for our product and it has been gladly and quickly paid *because the product is worth the price*.

A magazine has just two sources of income—circulation income and advertising income.

If the net circulation income per copy is ridiculously *low*, the advertising income per line must be ludicrously high.

By commanding the full subscription price, Hearst's can offer its circulation to the advertiser at a reasonable rate per thousand of circulation.

Hearst's circulation for May was 610,882 and was exceeded in quantity by only two other general magazines. In direct news-stand sales it is only exceeded in quantity of such sales by one other general magazine.

Hearst's advertising rate is lower per line per thousand than that charged by any other magazine of general circulation.

Hearst's Magazine

119 West 40th Street
New York City

1024 Hearst Building
Chicago, Ills.

Member Audit Bureau of Circulations.

More Than Merely A Paper Service

Knowing a money-saving, result-giving paper for every purpose is, of course, an important factor in our remarkable growth—we pride ourselves on being in a position to give such service on a nation-wide scale.

But the present paper crisis has demonstrated a still greater reason for being a Bermingham and Seaman customer—for placing your paper requirements in the hands of a dependable paper house.

Because of our intimate knowledge of the sources of supply and our vast, diversified manufacturing facilities we have been able to take care of our customers unusually well, in the face of soaring prices of raw materials, the scarcity of paper generally and an unsettled future.

It is good business to tie to a concern that has proven its dependability.

BERMINGHAM & SEAMAN COMPANY

*Radium Folding Enamel—Samson Offset—
Opacity—Crystal Enamel—Advance Bond—Elite
Enamel—Bulking Eggshell—and other papers.*

Chicago :: New York

St. Louis

Minneapolis

Milwaukee

Buffalo

Detroit

Pictures That Tell the Story

Some Winners Evolved by British Advertisers With and Without "War Interest"

By Thomas Russell

President, Incorporated Society of Advertisement Consultants, London, England.

VERY often there are facts which it would be very desirable to incorporate in advertising if they could be stated in a few words. But a simple fact may take up a lot of room. Hence advertisers overcome this difficulty by using pictures which flash the suggestion at a glance.

Veritas Mantle Company used an amusing poster by John Hassall, R. I., showing a lamplighter whose ladder had just shattered

the glass of a street lamp, without hurting the mantle. "Not broken! I bet that's a Veritas," was the wording used. Before the German trade-mark word "Lysol" was made common property by the cancellation of the trade-mark as an act of war, Boots, the chain-store druggists, put up a British antiseptic of the same formula and indicated the fact that it was intended to replace Lysol by printing the word Lysol in the same form of lettering used for the German trade-mark, but with a line struck through it. It said a whole lot, that dash! The same firm advertised a whole line

of pharmaceutical specialties replacing German proprietaries, with a picture of a row of Prussian soldiers each carrying out one of the German articles on a tray and marching in the stiff Prussian style. The names of the Boots specialties were printed underneath and the headline used was "The cooked-

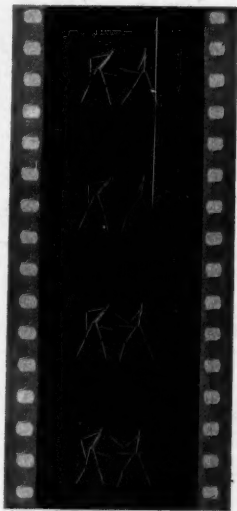
goose step." It told the story at a glance. "Radio," a material for making luminous watch dials, was advertised to the trade by a little book written by Arthur Tremayne and printed throughout in white on black. The suggestive value of the white lettering was very great. Martins, the tobacco people, advertised the quantity of cigarettes which could be sent tax-free for a shilling to a soldier at the front with a full-sized picture

of the number of packets. It was much more efficient than a verbal statement of the facts. It caught the eye and appealed to the imagination.

Bryant & May, British manufacturers of safety matches, are up against the competition of imported Swedish matches. The superiority of the British match was demonstrated pictorially by means of a very clever faked film suitable for display at moving-picture theaters. On the screen were shown a box of Bryant & May matches and a box of Swedish matches. Moved by an unseen agency, the boxes opened and let fall

some matches, which then formed themselves into two little men, who fought. Of course, the British matches defeated their competitor.

A linoleum polish was advertised by motion pictures with a tin of the stuff having a strip of paper rolled round it. The tin



A BATTLE OF MATCHES IN THE FILM TO ADVERTISE A BRAND

The Wonder City — BRIDGEPORT

"The Essen of America!"

While there is speed and hurry and haste there is also stability, for Bridgeport is growing not for the needs of days but for the needs of generations

BRIDGEPORT, CT.

THE CITY

The Wonder City? Yes, for its marvelous growth is the surprise of the country. Yet it follows none but natural lines.

Here, in this city of skilled mechanics, was the one place in all America that was in position to do what was to be done.

Here were the men, the plant and the brains that could be utilized, and developed to meet the new conditions. So Bridgeport has developed.

Her population has increased greatly. The workshops that have operated eight hours a day lengthened to 24 hours a day. Then new factories, and more new factories were erected, equipped, manned, and the cry is still for more, more. The city has broadened, and what was but a year ago a path through the woods is now an avenue to a factory gate. Yes, Prosperity is lodging at Bridgeport and bids fair to make a long stay.

POST and TELEGRAM

THE PAPER

A good daily newspaper prospers with its city and community of whose life it is an essential part.

The Post-Telegram circulation has steadily climbed (Bridgeport's new population being naturally attracted to Bridgeport's best paper) and it is now printing more than 32,000 each week day.*

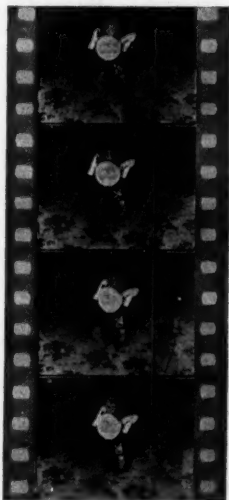
The great volume of advertising carried reflects not alone the prosperity of the city but also the excellence of the Post-Telegram as an advertising medium.

Let us cite just one case for the sake of being specific. New England's largest daily in New England's largest city announced to the world its leadership in its field in automobile advertising by carrying in seven days, Show week, 75,275 lines of automobile advertising. The Post-Telegram carried in ONE DAY—without staggering—72,800 lines of automobile advertising. An incoming tide is always prosperous to an advertiser so we invite you into the columns of the Post-Telegram.

**Largest Connecticut Circulation*

*The Julius Mathews Special Agency
Boston—New York—Chicago*

revolved, showing the words, "There is nothing to touch me for linoleum." This kept the audience guessing, because the strip was obviously much longer than the circumference of the box. It is found, in practice, that any little puzzle like this quickly attracts attention. Then the box suddenly shot forth the head and limbs of a little demon, who took off the lid (forming his own body) and with a cloth quickly cleaned up the floor on which he stood, finally showing a banner with the words, "It's clean enough to eat on." A toilet-cream film showed the nursery story of Snow White



A TIN OF POLISH SPROUTING
HEAD AND LIMBS

and Rose Red: but in this case the mirror informed the jealous queen that her step-daughter's beauty was the result of using Icilma Cream. A baking-powder was the subject of a film in which a stout lady registered despair at the heaviness of her cakes. Then a girl in a check apron, taken from a character-figure used in the press advertising, made a cake with the assistance of Paisley Flour and a little crowd of Brownies.

Some of these films are shown in color where picture-palaces have color-projecting apparatus.

Another way of showing facts at a glance is by means of graphs or charts. The proprietors of Glaxo, an infant food of great merit used, for advertising to the medical profession, a graph showing the infant mortality in a poor-law district before and after the local authorities served out Glaxo to poor mothers. The figures alone would have been impressive: but the graphs made it look like murder to use anything except Glaxo for bottle-fed infants.

A picture is always the shortest way to the attention of the public. The art of using pictures so as to make them tell a story, however, is not picked up in a day.

Dinner of New York Agency Men

A three-cornered demonstration of transcontinental telephony was staged at the dinner of the Association of New York Advertising Agents, held April 26th. Chicago and San Francisco were on the wire at the same time. Among the speakers over the telephone were P. B. Bromfield with William Woodhead, general manager of *Sunset Magazine*; H. K. McCann, with Harrison Atwood, San Francisco, representative of the H. K. McCann Company; O. H. Blackman, with B. B. Page, of the San Francisco *Call*; Geo. C. Sherman, with James O'Shaughnessy, in Chicago; Charles Presbrey, with Cuyler McKeever, San Francisco representative of the Frank Presbrey Company; William H. Johns, with J. B. Pinkham, advertising manager of the San Francisco *Examiner*; J. W. Morgan, with F. Marriott, Jr., of *Overland Monthly* and San Francisco *News Letter*, and Collin Armstrong, with J. L. Adler, advertising manager of the San Francisco *Bulletin*.

Addresses were delivered at the dinner by George W. Hopkins, general sales and advertising manager of the American Chicle Company, and N. C. Kingsbury, vice-president of the American Telephone and Telegraph Company.

H. Tyler Kay With National Radiator Co.

H. Tyler Kay, for the past three years advertising manager of the Consolidated Engineering Company, Chicago, has gone with the National Radiator Company, Johnstown, Pa., in a similar capacity. Before his association with the Consolidated company he was in charge of the sales promotion department of the Flintkote Manufacturing Company, of Boston.

Hotchkin's Ideas Challenged

SCRIBNER'S MAGAZINE
NEW YORK, Apr. 28, 1916.

Editor of PRINTERS' INK:

W. R. Hotchkin, in his talk last week (Monday) before the Representatives' Club, of New York, presented some startling ideas; startling, not because they were new (publications are constantly asked to make editorial concessions to advertisers), but because they emanated from a man who has had the reputation of being an authority along certain lines of advertising. Is it possible that some advertising men are getting so close to their problem that "they can't see the forest for the trees"? The theory advanced by Mr. Hotchkin should not go unchallenged.

Mr. Hotchkin said in substance that he would have periodicals publish special articles that would make the advertising pages more effective—for instance, a treatise on the benefits of using talcum powder—an article dealing with the pleasures of the player piano—or the efficacy of fire-extinguishers, and what not. He said the magazines represented acres of ground, and by this method of fertilizing would yield more "bushels per acre."

In years gone by manufacturers have selected publications which, by virtue of their fine editorial contents, appeal to the better class of people. They have found that by consistently advertising in these publications they have built a permanent success for their products. It has meant, in many cases, blazing the trail, doing a tremendous amount of educational work, and finally, it has meant enjoying the fruits of permanent success and the satisfaction of having earned it.

And now we find some advertising men (fortunately not many) getting impatient with their own efforts, with the older successful methods, and behold, they ask the publications to do the pioneering while they reap the harvest. They ask the publishers to cast aside the policy of editing their publications for their readers and allow the editorial contents to be governed by their advertising pages—in other words, let the tail wag the dog.

We must never forget that the editorial side of a publication is the foundation on which it rests. The stronger the editorial policy, the stronger the publication! If we allow advertising to undermine editorial standards, we will see the destruction of the publishing business and eventually the ruin of advertising itself.

How often we hear it said, "They are killing that publication by editing it to attract advertising." Within the last two months a motor-truck manufacturer said, in speaking of a publication, "They write articles about our trucks and perhaps we use that issue, but we don't use that publication regularly. We haven't much confidence in it. We don't believe in those methods."

No! Advertising men must not expect publishers to do their work. True, the good publication offers several acres of excellent ground. The advertiser can buy one acre or as many as he

likes. It is then up to him to cultivate it. An advertiser can increase the yield per acre according as he develops his acre—according as his copy is written. Advertisers should not expect to shift to the shoulders of the publishers the responsibility of making their copy pay.

Permanent advertising successes have come to those who have used good copy consistently in good publications. They have cultivated their acre and received their harvest an hundred-fold. Advertisers can take a lesson from the story of the goose and the golden egg.

L. G. MEADS,
Advertising Department.

Trade Press Adopts Resolution Regarding Engraving

Dr. Edward Ewing Pratt, Chief of Bureau of Foreign and Domestic Commerce, Washington, addressed the New York Trade Press Association April 28. Dr. Pratt said that it has always been the desire of the Government to supply trade and technical papers with information regarding industries and commerce, especially foreign commerce, which could not be obtained in any other manner at any price. The Government is anxious that the great mass of information at its disposal be given circulation among the people to whom it is of most value. Said Dr. Pratt:

"The Bureau and the Department are endeavoring to build up the commerce of the United States, and I have found that the trade papers are not only honestly trying to build up their respective industries, but are succeeding nobly. The trade papers are, I believe, the most effective agencies for trade promotion and industrial betterment."

Dr. Pratt then went on to describe the activities of his bureau and to show how closer co-operation might be brought about.

A resolution was adopted condemning the photo-engravers of the city for having, it is alleged, made a combination to destroy competition and to fix prices. The officers and directors of the association were requested to co-operate with the American Newspaper Publishers' Association, with the Quoin Club, with the Technical Publicity Association, and with other organizations which are affected by the price agreement of the engravers' Board of Trade.

C. M. Steele's Trip to Orient

Charles M. Steele, vice-president of the Carl M. Green Company, Detroit, left May 1st on an Oriental trip in which he will tour Japan, China and the Philippines. On the trip he will combine with pleasure a little business in the interest of the Saxon Motor Car Company, which is one of the clients of the Carl M. Green Company.

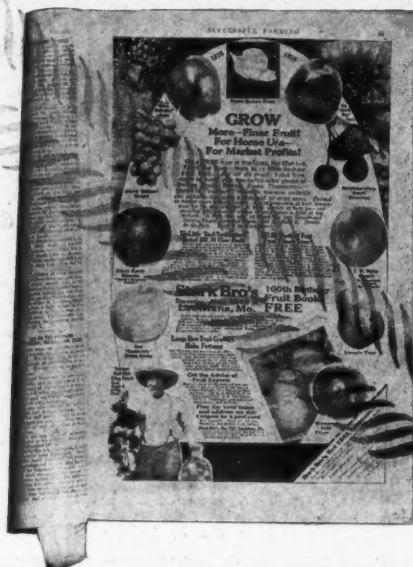
J. W. Lee, Jr., publicity agent of the Pennsylvania Railroad, has resigned and after May 15th will be associated in business in New York with Ivy L. Lee.

AN investigation has revealed the fact that high-priced newspapers, such as the New York Evening Post, Boston Transcript, Brooklyn Eagle, etc., with circulations of from 25,000 to 45,000, are the most profitable mediums advertisers can use. Such papers are *read*—they reach the people who have the time to read, and they carry the confidence and respect of their readers to a greater degree than the average paper.

The Philadelphia Public Ledger, with its net paid circulation of 65,000 copies daily, commands an enormous and exclusive selling power. Not only does the Ledger reach Philadelphia's better-than-average families, but in a great many instances it is the *only* paper these families take, or have ever taken.

PUBLIC  LEDGER

INDEPENDENCE SQUARE
PHILADELPHIA, PA.



Reproduction of February issue of Successful Farming, showing page advertisement of Stark Brothers, prepared by Taylor-Critchfield-Clague Co.

An Apple That Became Famous

Did you ever hear the story of Stark Brothers' Delicious Apple?

How they found the original tree on an Iowa farm, propagated it and advertised until now the trees are found in almost every State of the Union and some of the foreign countries.

And how they sold the apple to the American consumer public—the retail price sometimes going as high as twenty-five cents for a single apple.

It is a wonderful story and some day we hope to see the whole story told.

Stark Brothers have been heavy advertisers in farm papers and particularly large users of space in Successful Farming. This may surprise some people who believe that the far West or some of the Eastern States have more apple trees.

If you will refer to the map in this advertisement, you will find that the Great Wealth Producing Heart of the Country, where is grown the most corn, wheat, oats, hogs, cattle and horses, also stands high as an apple producing area.

It is true that the farmers of this territory in the past neglected fruit raising to some extent; but encouraged editorially by Successful Farming and other mediums, and influenced by such stimulating advertising as Stark Brothers', there has been a great increase in interest and naturally in production.

So you will see that Successful Farming appeals to Stark Brothers as an excellent medium not wholly on account of its territorial advantages, but because of its editorial efficiency. It is an uplift paper, one that broadens, stimulates, creates new desires, gives new visions, and represents an efficient type of medium for any advertiser.

To fully appreciate Successful Farming one needs to review its pages. You will find that in addition to being an uplift paper, accuracy and reliability are chief characteristics of its editorial copy. In fact, these are prime requisites—for a publication enjoying such extensive circulation and so great prestige is not a place for the expression of snap judgments and the advancement of ideas based upon loose thinking and reasoning, nor for the advocacy of untried theories.

Send for sample copy and any information you may desire to properly extend your business to farmers.

E. T. MEREDITH

Publisher

Successful Farming

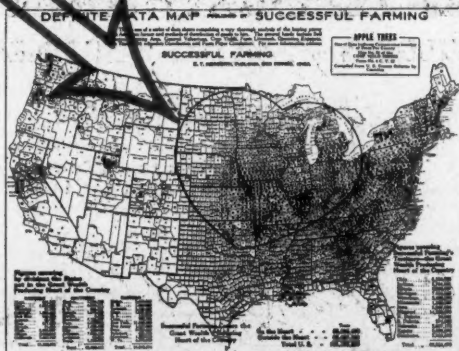
Member A. B. C.

DES MOINES, IOWA

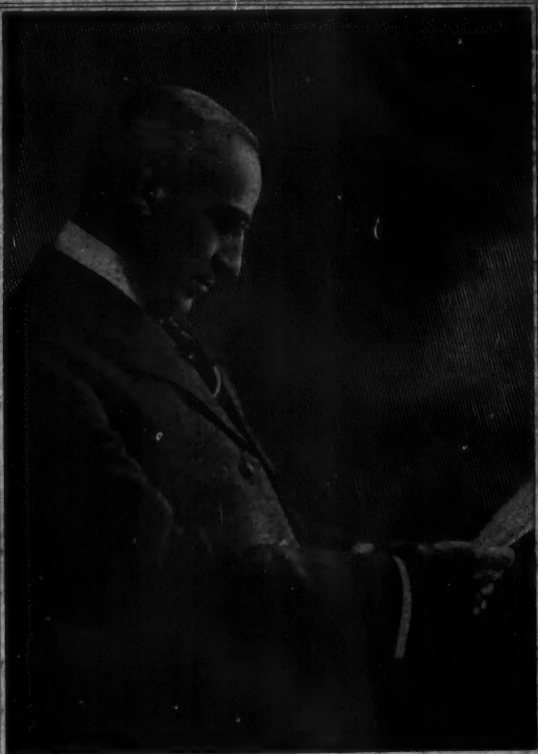
Covers the Great Wealth-producing Heart of the Country

Chicago Office
1119 Advertising Building

New York Office
1 Madison Avenue



A Definite Data Map on Apple Trees. Size of dots indicates comparative number of trees per acre.



BUILDERS *of* AMERICAN BUSINESS

DAVID KIRSCHBAUM, PRESIDENT OF
A. B. KIRSCHBAUM AND COMPANY

"I think the articles for business men in *SYSTEM*,
the Magazine of Business, are helpful and I like
to give them some of my time."

David Kirschbaum

NUMBER XLVIII in the series of portraits of readers of *SYSTEM*

How Penney Chain Finds and Trains Profit-making "Partners"

Remarkable Self-financing Growth of Golden Rule Clothing Stores Which Now Take in 125 Small Towns and Cities in 18 States of West

Authorized Interview by Charles W. Hurd with

J. C. Penney

President of J. C. Penney Company, Salt Lake City and New York

THERE is an important chain of retail dry-goods and clothing houses in the West which is beginning to attract the attention of thoughtful merchants and manufacturers the country over. It is owned by the J. C. Penney Company and popularly known as the Golden Rule Stores. These stores number 125. Practically all are doing business in the small-town field, which, as we know, has been otherwise virtually immune from syndicate attentions. There is suggestion in the new development, but it is not that alone which gives the stores special importance. Neither is it that their number represents an increase of fifty per cent during the past year. The gross sales show a sharp, almost perpendicular up-curve from \$29,000 in 1902 to \$6,000,000 thus far in 1916, but the significance does not lie in that. Nor even, lastly, in the rapid expansion of the system from Utah to the Pacific Coast, as far as Canada on the north, Mexico on the south, and on the east Minnesota and Iowa—eighteen States in all.

These facts are all naturally impressive, since they make the Golden Rule chain the largest of its kind in the world, but the vital point is really this, that the chain represents an *original principle* in syndicate financing, organization and management, namely, *intensive co-operation* in an *endless chain*. It is this which makes the rapid growth of the stores of consequence. With retailing conditions in a ferment of readjustment, business men must have an eye on every development. What part is this new factor playing in that readjustment, they ask: how will trade-marked and nationally advertised goods eventually fare at its hands?

And then, bound up in it is the always absorbing question of the handling of men: what light on the manufacturer's own man-handling problems does this Penney co-operation throw?

STARTED IN WYOMING IN 1902

It is a remarkable story viewed from any angle. Fourteen years ago a young man of 26 years, who had grown up in the clothing business of the West, was taken into a retail partnership and put in charge of a store at Kemmerer, Wyoming. The store was one of a small syndicate of what were already called Golden Rule stores. There were three or four of them in small communities, each carrying a stock of not more than \$20,000 or \$25,000. The experience of the owners and their combined buying power had afforded them an advantage over most individual stores of the same kind, but they were not so very different at that.

The young man was J. C. Penney. Up to that time he had made no particular mark in the world, had saved no capital to speak of. But he had the ability to work and keep his eyes open. Within five years he had bought his partners out and become sole owner of the store.

During those five years the young manager had been thinking. He reached some conclusions in respect to syndicate practice that anticipated much that has been since found out by others. He perceived the great gains secured by a consolidation of ownership and centralization of management, but he also saw, more clearly than most others have done, the tremendous wastes and loss of power that generally attend the operation of the human coefficient and nullify much of those gains.

All the successful growing chains in the cigar, grocery, drug, five-and-ten-cent and other fields have needed men above everything else. Under ordinary conditions, however, the old type of chain can not pay enough to hold the best men long. The men use it as a training school of business, pick up all the experience and ideas they can and then graduate at the end of that time into enterprises of their own. The more efficient the chain of the "absentee ownership" class, the more efficiently it provides and assures competition for itself. Even the five-and-ten-cent chains which have been shining exceptions to this generalization are slowly extending their *system* and more and more limiting the big opportunities; the managers who once made \$15,000 to \$20,000 and rode in their own motor-cars down to work are now replaced by \$5,000 to \$7,000 men.

The practice among the dry-goods and clothing chains is different in many respects from that in other kinds of chains. You can't standardize a clothing store in the same way you can a cigar store, or, perhaps, a drug store. The clothing store has too much of the style element in it. Hence the special responsibility, efficiency and loyalty needed in a clothing-store manager if unusual returns are to be hoped for can generally be purchased more cheaply through partnership than through salary. Penney had been taken into partnership himself. At any rate, the idea of this kind of co-operation naturally loomed large in his calculations. It was not new, but he added something to it that was new and big.

HIRED ONLY PROSPECTIVE PARTNERS

He said: "I will hire no one to work in my store who has not the capacity to become a partner. We will have an understanding to that effect when I hire a man. He will understand that in a year or two years, or as soon as he has proved his ability, he will become a partner in that or some other store. I will give him a third or more interest and he shall

pay for it out of his earnings.

"In this way I shall be able to get a better class of men and get better service from them. And I shall not have to pay them in salary any more than I would pay for mediocre help.

"It is true that I shall have to sacrifice something in the way of prospective profits in a chain of stores by sharing them with a series of partners, but on the other hand it is plain that such a system as I propose will supply me with an inexhaustible number of capable men whom I could get in no other way, and who will make my fortune in return for my promotion of theirs.

"Moreover, the sacrifice that I imagine myself as making is after all only apparent. Who knows if I shall really be able to succeed on a large scale by my own efforts? I do not perceive any other clothing merchants in the small towns growing wealthy in that way. The only hope of expansion lies in organization and co-operation. The leaders of the future in this field are young men now, still on salary, and scattered through a hundred towns. We shall gain more by making common cause than by competing against one another."

But there was still another idea. When Mr. Penney's first partner, D. H. Mudd, had put the second store on a successful basis, he was encouraged by Mr. Penney to open a third store, in 1908, and put in one of the men he had trained as manager. This manager became a third partner with Mr. Penney and Mr. Mudd, Mr. Penney furnishing the capital and taking notes for it.

In the course of time the third manager-partner opened a store and put one of his own men into it as manager and partner. He also took a third interest and Mr. Mudd a third. As it had been decided to limit the number of partners in any one store to three, Mr. Penney stayed out of the arrangement altogether, though, as before, he furnished the capital and took his associates' notes.

While this was going on Mr. Penney himself was taking an in-

terest in other stores being opened by other managers he had trained. His first partner was doing the same with his trained men. In each case, Mr. Penney became a partner in the first store of Mr. Mudd's new chain, and gave way to a new man in the next store. And in the same way in due time Mr. Mudd gave way and dropped out of that particular sub-chain, but continued to start other stores with other manager-partners, Mr. Penney as before becoming partner in each of these and dropping out when these manager-partners developed new managers.

The plan was for each store to have only three partners, the earliest partner or highest man to drop out when a new one came in with the new store. Each partner in this way was supposed to be always starting new chains or sub-chains of his own, though the earlier partners have been longer at it and been perhaps more energetic and are therefore interested in more stores. Mr. Penney thus has an interest, generally a minority interest, in 100 of the 125 stores; his associates in ten, fifteen, twenty stores, and so on.

ALL HUNTING PARTNERS

Mr. Penney, you thus see, was not the only one interested in finding partners. Every other partner, too, was looking for promising partner-material. They went after the exceptional men everywhere and laid the Golden Rule proposition before them. The salary was low, but at the end of from one to four or five years, depending on the ability of the man, he would be taken into partnership, and be loaned \$2,000 or \$3,000, which he would be able to pay back in two years or less for his share of the profits of the store, and then find himself in a position to take on other stores.

Every one of the young men associated with Mr. Penney for any time is a partner in several stores and is drawing his share of the \$5,000 or \$6,000 or more each store nets annually. Many of the men gave up salaries of \$3,000 a year to go into the chain as retail clerks and take a salary

of less than \$100 a month. And one man at least abandoned \$4,000 a year. These men are now making from \$5,000 to \$20,000 and more a year apiece, according to the number of stores in which they have an interest, and are always pyramiding their earnings in new partnerships.

"That is the real driving power of the Golden Rule chain," Mr. Penney told me the other day at the New York office. "Every man in it has the most powerful of incentives to give the enterprise his every waking thought. The results of his labors are not diffused over a large organization without his getting a direct proportional benefit, as in so many other cases, even under many profit-sharing plans. The general organization and the local partner profit together, step by step.

"That was one of the principles I laid down at the very outset. Our later progress has been in no little degree due to the fact that we have been successful in filling the higher positions with men suited to them. In each case they have been men who have served their apprenticeship in the stores and know them thoroughly."

NEARLY ALL YOUNG MEN

The men who are earning these large incomes are virtually all young men. Mr. Penney himself has only just turned 40, and there are not more than two or three older men in the organization. Nearly all are Westerners. Only Westerners, brought up in the Western retail business, are believed to be generally capable of understanding Western conditions and working capably with Western retail men.

The best recommendation any man in the organization can give himself in the eyes of Mr. Penney and his other associates is to live modestly, save his money and re-invest in the chain. The founder of the business set the example, and it has been followed by practically every one in it. In fourteen years there have been only six manager-partners who could not stand prosperity and had to be bought out and dropped.

There is such an intermixture of sentiment and science in the personal make-up of this founder who takes his own medicine that it is a little difficult to know whether to set him down as essentially a captain of commerce or a lucky dreamer. If we call him first and foremost a business man, it might be replied that there are men, even in the clothing field and in a chain, who are probably making much more than he is making on his investment—now.

But on the other hand Mr. Penney was a poor man fourteen years ago. And the system which looked so wholly philanthropic in the beginning is only just beginning to reach full commercial efficiency. Unlike most other chains, it does not face a prospect of diminishing returns. Its difficulties do not multiply with the number of stores. It is not preparing competition for itself by training men and then forcing them out. It is, in fact, an extraordinary combination of the best features of individual and chain store proprietorship.

Let us, before we get on to the merchandising details, have a little more light on this partnership arrangement which lies at the root of the stores' success. Up to three years ago the business was, as explained, not really a partnership at all, but a confederation of partnerships united by Mr. Penney's personality and by advantages of centralized buying and the exchange of ideas.

But by the end of 1912 a need for stronger organization was felt. There were already thirty-four stores and plans were made to open fourteen more. The business was therefore incorporated in Salt Lake City. The capital was fixed at \$1,100,000, the \$100,000 being common stock held by Mr. Penney as trustee and the balance being special classes of preferred stock, of which only \$635,700 has thus far been issued from time to time to managers who become "partners," and to whom Mr. Penney in the beginning lent the means to acquire the interest. The surplus and undivided profits, it may be proper to say at this point,

now amount to nearly \$1,000,000, or a little more than half of the cash in stores and banks and the merchandise in stock. Nearly all stores are rented and the value of the fixtures of the eighty-three stores accounted for amounts to less than \$78,000, or an average of \$940 for each store, a very low figure.

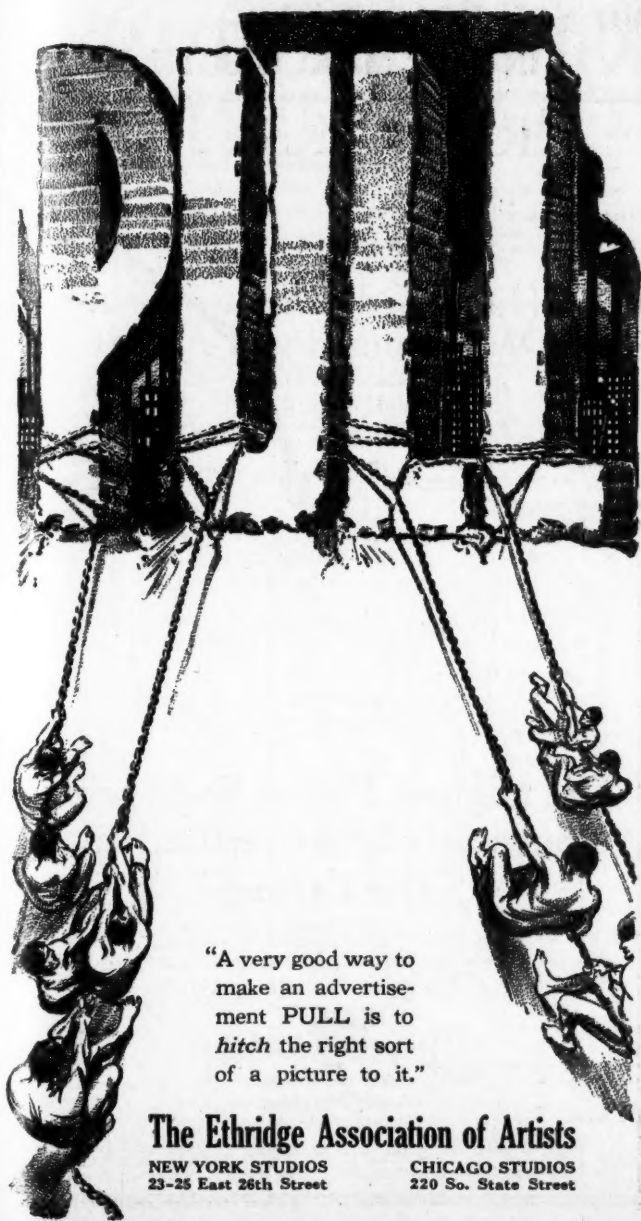
The type of organization and operation was left unchanged by incorporation. It continued as close a corporation as it had been close a partnership, with nobody financially interested who was not active. It simply gave the stores one name, a greater and more comprehensive good will and a definite management.

DIRECTORS PASS ON MANAGERS

This management consists of the officers and two additional directors who are associate buyers. The directors, now located in New York, pass on every new store and every manager-partner. As no time is to be wasted on unpromising personnel, but every man is selected with a view to his later availability as a partner, his qualifications are always considered by some one or other of the directors. Some stores carry fifteen people, two-thirds of them being men; other stores only two or three persons. The average is about seven persons, four or five being men. So when forty-one stores were added this year there were that many men to be advanced to managing partnerships and about five times as many new men, all partnership timber taken in.

The selection of these men is one of the most important things Mr. Penney does. He is not the only one concerned in doing it, but he interviews most of the men and the other "partners" are only too glad to have him so employed,—it is a guarantee of more opportunity and more profits. Mr. Penney does not consider himself actively in the business now, but he nevertheless spends most of his time in the chain's interest, travelling from store to store and studying the retail situation everywhere.

(Continued on page 49)



"A very good way to
make an advertise-
ment **PULL** is to
hitch the right sort
of a picture to it."

The Ethridge Association of Artists

NEW YORK STUDIOS
23-25 East 26th Street

CHICAGO STUDIOS
220 So. State Street

DID YOU READ THIS IN THE MARCH 30TH ISSUE?

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

ENTERED AS SECOND-CLASS MATTER AT THE NEW YORK, N. Y., POST OFFICE JUN 29, 1893

VOL XCIV

NEW YORK, MARCH 30, 1916

No. 13

What Happened When an "Orphan" Brand Was Named and Advertised

An Authorized Interview with

J. M. Anderson,

Vice-President, The Way Sagless Spring Company, Minneapolis, Minn.

I N almost every line of busi-
ness there is a "hole"
in the furniture
s located

"not because it is a
other on
'tress'
for

and of course the backbone of our
consumer advertising is always in
the farm papers, for we are firm
believers that the cream of all
markets is the farmer—especially
for a quality product such as we
are now manufacturing.

"This advertising, which we re-
rd as the key to our whole se-

The Highest Priced Bed Spring Successfully Advertised in "The Farmer"

Let us make an analysis of our territory on the product or products in
which you are interested. We will be glad to do this gratis and with-
out placing you under any obligation to us.

THE  FARMER

A Journal of Agriculture

ST. PAUL, MINN.

Western Representative

GEO. W. HERBERT, Inc.

600 Advertising Building, Chicago, Ill.

Eastern Representative

WALLACE C. RICHARDSON, Inc.

381 Fourth Ave., New York City

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ON

An Excellent Advertising Medium

NO MATTER whether you desire to place your message before the millions or before the selected list—no matter in what territory you wish to concentrate or whether you are going to the dealer or to the consumer, your advertising matter will command attention and create a favorable impression when artistically printed on

WHITE MOUNTAIN ENAMEL

The very purity of its whiteness insures strength of contrast between the paper and the ink; its smooth, alabaster surface reproduces the minutest delicate details of the finest half-tone engraving with fidelity that is almost photographic.

White Mountain Enamel is one of the limited number of moderate priced book papers that will not *pick* or offset when running through the press. It is well adapted for close registry of color cuts.

All standard sizes and weights

'Paragrafs' for May, our little magazine about paper for advertising purposes; will be sent regularly to your address on request. Write today.

THE WHITAKER PAPER COMPANY
CINCINNATI, OHIO

Birmingham
BAY STATE PAPER CO. DIVISION
BOSTON

Detroit

Atlanta
SMITH-DIXON DIVISION
BALTIMORE

New York Office—Fifth Avenue Building
Chicago Office—Peoples' Gas Building

Whenever he stays more than a day or two in a Western city, he puts a want advertisement in the local papers, reading in part somewhat like this:

ATTENTION!

A concern operating over 100 stores has several openings for several Christian men from 25 to 35 years of age, who have had well-trained, retail experience in selling dry goods, shoes, clothing and furnishings. Men with fair executive position only will be considered. Must be clean-cut. Drinking, gambling, cigarette smoking positively not allowed. Well-disciplined mind, good health and ambition and determined to work hard and put in long hours.

This is an opportunity for a man who has reached the limit of his advancement in his present position, and earnestly desires to increase his income and develop himself to a manager's position, and whose future will only be limited by his result-producing ability.

Forty-three men answered an ad like that in St. Louis recently, and Mr. Penney got *three* men out of the bunch. That is the usual proportion. It gives an idea of the difficulty of getting good men. Even when every manager in the organization is trying to recruit it from the ranks of his acquaintance they are not coming fast enough, nor are they all measuring high enough, and special effort must be made to get men who do.

After the men have entered the chain they are trained under the eyes of the managers and their daily reports are watched by the directors. You can imagine it is a very thorough training, too, when every manager is grooming men whom he hopes to take into partnership with him in another store. When a clerk is ready to be advanced, the president stands ready to lend both clerk and manager the money to buy their stock. The corporation itself lends no money.

Mr. Penney referred in his newspaper ad to the long hours the men are expected to work. It might almost be said that the work is continuous, with a slight interruption for sleep and meals. But the men are only driving themselves. That reference to long hours was mostly intended to drive off the drones.

Since the men in each store are prospective partners, they are let

in to all of the inside workings of the organization, and since they are recruited largely from the executive ranks of other concerns they are capable of making the best use of the information they receive. Every day might almost be described as a sales drive and every night a sales convention, such is their interest and almost unremitting application.

The store managers figure only incidentally in the role of buyers. There are eight resident buyers who are always in the market, two for men's furnishings and clothing, two for ladies' ready to wear, two for dry goods and shoes, and two for notions and novelties. They are all directors of the corporation and all but two of them are officers.

COMPANY'S BUYERS WORK WITHOUT SALARY

A rather astonishing fact is that all of these buyers work without salary, give all their time and labors to the organization gratis. Nor does Mr. Penney himself draw any salary. The remuneration of all comes from their profits in the stores. The only charge made upon the latter is for the rental of the New York office, equipment, clerk-hire, etc.

The distinguishing trait of the Penney buying policy is its conservatism. It is notorious that the independent merchant ordinarily buys beyond his needs and then later tries to work off the surplus by special sales and mark-downs. This is speculation rather than straight merchandising. There is an entire absence of it in the Penney organization. The company operates from a season to a season and a half ahead of the retail demand and provides amply for most of its needs. It scarcely ever buys jobs or takes chances on special offers. Every new article offered is sampled to the managers of the different stores and the order when given is made up from their reports and is paid for in cash. If it is a question of women's garments, for instance, only three or four of one model to a town will be ordered; as many, in short, as the store can be sure

of selling at once. As the company is in the market all the time for style goods, the stores are kept constantly supplied with up-to-date New York models.

TURN SMALL STOCKS SIX TIMES

The bearing of this is more plainly seen in connection with the size of the store stocks. The average retail clothing store of the section of the country in which the Penney stores operate, the communities of from 1,000 to 40,000 people, an average of say 5,000 population, carry a stock of about \$30,000 to \$40,000, and do well if they turn it twice a year. The Penney stores invest from \$4,500 to \$15,000 or an average of \$6,000, carry a stock of about double that and turn it on an average nearly six times a year.

These rapid turns makes it possible to handle every new style that comes in, and on the other hand the freshness of the styles multiply the turns. Style and staple bulletins are going out from the New York office daily. Naturally, with its large cash buying power the company is a close and shrewd bargainer.

When it comes to selling, the stores number several advantages over the ordinary independent. To the benefits of massed buying and frequent renewal and freshening of the stock by rapid turns they add the policy of taking only a small margin of profit and selling for cash without delivery. Against this policy what chance has a system of individual buying and selling on credit, seeking long profits and making deliveries?

The almost universal custom nowadays among independent retailers of "stimulating" their business by means of special sales is not looked upon by Mr. Penney as good business. When goods are heavily cut in price to force sales, enough profit must necessarily be put into the mark-up to allow for the later cut or cuts. This penalizes the first customers and discourages their enterprise in shopping early.

The Penney practice is to put one price on each article and never mark it down. The stores

hold no special sales. Their customers, knowing this, can easily make comparisons with the prices in the other stores. It is said to be not an uncommon thing for people to borrow money on their accounts at the credit stores and go down the street to the Golden Rule store and buy for cash, just as they also use the same finesse in buying catalogue goods.

"Although we never mark down our goods but hold to one price," said Mr. Penney, "we carry next to no surplus stock at any time. This is because we buy close to our known demand and refuse to speculate. We have built up confidence in our merchandise. The values we give are such that in towns where mail-order houses had established a strong trade we have been able to go in and undersell them. One postmaster tells us that our store in his town had cut down the mail-order business seventy-five per cent. The mail-order catalogues are in constant use in our stores. Every salesperson has one for the purpose of showing how favorably our prices compare with theirs. We are never afraid to make comparisons.

STORES DO MAIL-ORDER BUSINESS

"We are not only more than holding our own with the mail-order houses, but we are conducting a mail-order business from each of our stores. It is a small business as yet, probably not amounting to more than \$1,000 a month in any store, but it is growing. It is purely a local matter, carried on by the local manager."

The Penney stores sell very few advertised goods.

"When we are not permitted to cut the price of an advertised article and we feel that it has merit," said Mr. Penney, "we have it made up for us by the manufacturer under our own brand. We buy direct in every case."

Each store manager suits himself as to the amount and kind of advertising he shall do. All, of course, go in for window dressing. Some use dodgers alone for distribution, others newspaper space, spending as much as two per cent of the gross sales. Oc-

asionally some folders are gotten out by headquarters for all the stores. Trading stamps and premiums are not used.

In selecting its stores the Penney Company operates on a policy very different from that of the Woolworth and United Cigar Stores companies, for example. These large chains went first into the large cities. The Penney stores have spread chiefly in the small towns where there is a larger buying power per capita for that type of store than in the city.

LARGE PER CAPITA BUYING POWER

"If Marshall Field & Co., of Chicago, and John Wanamaker, of New York and Philadelphia, averaged as much trade per inhabitant in their communities as is given to the chain of Golden Rule Stores," says a Penney circular issued last year, "Marshall Field would do over \$70,000,000 business annually and John Wanamaker in New York would do about \$180,000,000 annually, and in Philadelphia over \$50,000,000 annually."

The Penney chain is gradually extending into small cities like Walla Walla, Coeur d'Alene, Albuquerque, Bakersfield, Fargo, etc. No cut-and-dried system has yet been used in picking towns for operation. Extensions have generally been made according to the acquaintance of some one or other of the managers or the directors. A careful investigation is made to determine the character of the place, its business, chances for a good location, etc. No attention in particular is given to competition, so confident is the company of its ability to undersell any rivals. At Kemmerer, for example, when Penney opened his first store, long before the days of the present efficiency, he was strongly advised against locating there, being told that the local merchant had a connection with the mines and thus in a way controlled the payroll. But Penney went in just the same, located on a side street and made a profit almost from the beginning.

The Woolworth chain and United Cigar Stores attribute so much importance to location that

they will keep out of a community rather than take a second-rate site. In smaller communities, according to Mr. Penney, location does not count for so much. If there is a prohibitive rental on the best location, he will take the second or third best, and the people will come to him just the same.

On account of these policies, the absence of heavy overhead expense and the personal devotion of the manager-partners, the operating expenses are as little as twelve per cent as against an average of about twenty per cent for small town stores of the same type. Accounting is facilitated by daily reports from every store. Receipts are banked subject to New York draft three times a week.

The Penney stores are really, as said, a combination of the best of individual management with chain-store direction. In the chain-store series published in PRINTERS' INK in the fall of 1914, the conclusion was reached that the chains of the best-known old type, however they grow and multiply during the next few years, will ultimately, if they are continued on their present basis, be in for a bad time, and Mr. Penney shares this opinion.

"I think there will be a continual drift towards concentration in the retail business," he said, "but I think there will be many changes in chain organization and methods.

REALLY COMBINE OF INDEPENDENTS

"Our chain is not really a chain in the sense in which the word is ordinarily used, but a combination of what are essentially independents, buying in mass and exchanging ideas and experience. I think this is the type or something like it that must ultimately prevail, because it has in it the germs of continual renewal and reproduction, while the old-style chain weakens as it spreads. I believe our plan is showing itself just as applicable to city as it is to small-town business, and to the East or South as well as the West. Whether it is applicable to large business units is another matter."

Several other small chains have copied the Penney methods in

some details with some success.

Mr. Penney has recently insured at his own expense the lives of each of his 1,000 employees, men, girls and boys, for an amount equal to the salary in each case. There was no particular reason, he says, except that he wanted to do it.

Such is the Golden Rule chain which is giving so remarkable an account of itself, and such the man at the head of it. Its growth does not, it must be confessed, carry with it much satisfaction to national advertisers, but the outlook for them is not all gloom. The Penney chain is schoolmaster and physician to the independents. They find its competition wholesome and stimulating and, generally improving under it, become better and larger outlets for the standard brands of merchandise. That may be the chief effect of its further progress of the chain as it moves East and multiplies its stores. It will at all events repay study.

James D. Fulton in the Carl M. Green Co.

James D. Fulton, who has held various executive positions in the editorial and business departments of Chicago newspapers for twelve years, and who for the past year has been Western advertising manager of the *American Magazine*, is now part owner and vice-president of the Carl M. Green Company, advertising agency, Detroit.

Following a year of reportorial work on the *Chicago Tribune*, Mr. Fulton was one of the pioneer automobile editors in Chicago in charge of that department on the old *Chicago Inter-Ocean* when that newspaper was the recognized motor authority in the West. He later was made manager of the automobile department of the *Chicago Record-Herald*, handling both editorial and advertising—later succeeding to the position of foreign advertising manager and finally to advertising manager in charge of all departments of advertising.

When James Keeley purchased the *Record-Herald*, Mr. Fulton was one of the executives retained for the new organization and continued with the *Herald* for a year, when he resigned to take over the Western office of the *American Magazine*. He leaves there to become vice-president of the Green Company.

At the Conference of the American Association of Teachers of Journalism, held at the University of Kansas recently, James Melvin Lee, director of the department of journalism of the New York University, was elected president.

"Knocks" That Advertise

STERLING PHOTO COMPANY

NEWARK, N. J., April 27, 1916.

Editor of PRINTERS' INK:

I just got through reading your item in this week's *PRINTERS' INK* regarding the efforts of the A & P Company to make capital of the decision against its cutting the price of Cream of Wheat. I certainly did laugh. It sure is funny, and if the Cream of Wheat people attempt to do anything to prevent the A & P from keeping it up they will lose a good chance for the best kind of advertising. I didn't count how many times Cream of Wheat was mentioned in the free advertising they are getting, but it certainly is often enough to make anyone remember the name if they never heard it before.

This equals a personal experience of recent date. My father recently bought out the men's furnishing store next to me. This store has been running for four years without any life, and I advised him to get it when I heard it was for sale. Between the two of us we got busy and made some very extensive alterations. You wouldn't know the store when you see it, and a competitor of my father just a couple of doors away got scared. The first thing he did was to advertise my father in every way possible. He, of course, did not know he was advertising us any more than A & P realize what they are doing. One of his pet schemes was to tell the salesman not to sell my father any goods, because if they did they couldn't sell him. Knowing that he had the cream of the furnishing business in this section, he thought that would finish my father quick. But salesmen are not quite so green. They do a little thinking occasionally. Instead of keeping away they made up their mind that this competitor of his must be someone worth while, otherwise he would not tell them to keep away. Inasmuch as the store my father bought has changed hands frequently, and he never said a word about the other people, they saw a great light. Instead of keeping them away he sent them to us, and this is exactly what the A & P Company is doing for Cream of Wheat.

G. I. SCHREIBER.

Cleveland Agency Changes Name

The Singleton Hunting Company has succeeded the Singleton-Tripp Company, Cleveland. The change is being made in recognition of James P. Hunting, who became vice-president the first of the year.

Benton Dodge has also joined this agency.

Gray Crane With "Judge"

Gray Crane has joined the advertising staff of Leslie-Judge Company, and will act as special representative for *Judge* in the East. He was formerly connected with *Hearst's Magazine* and was also Western manager for *Holland's Magazine*.

Railway Maintenance Engineer

Vol. 12 CHICAGO: Transportation Bldg. JUNE, 1916 CLEVELAND: Citizens' Building
NEW YORK: Woolworth Building LONDON: Queen Anne's Chambers No. 6

Announcement

We have bought *Railway Engineering & Maintenance of Way* and will publish it in Chicago under the name **RAILWAY MAINTENANCE ENGINEER**. With it will be consolidated the monthly Maintenance of Way Section of the *Railway Age Gazette*.

The first number will be mailed during the last week in May. It will have a circulation of not less than 4,800 copies, of which more than 4,000 will represent paid subscribers.

To manufacturers of those things which are bought or specified by Engineers of Maintenance of Way, Roadmasters, Supervisors of Track, Section Foremen and others of like rank in the engineering department of a railway, this paper will afford an opportunity for profitable advertising that is not duplicated in any other medium.

Forms for the June issue will close May 20, 1916.

Write for advertising rates and a statement showing exactly what class of men subscribe for the **RAILWAY MAINTENANCE ENGINEER**.

Simmons-Boardman Publishing Co.

New York

Chicago

Cleveland

The RAILWAY MAINTENANCE ENGINEER has applied for Membership in the Audit Bureau of Circulations

Dealer Co-operation

MANY manufacturers say it is impossible to get dealer co-operation—and let it go at that.

Many others try—fail—and give up—“damning” the dealer forever after.

Still others *think* they *get* dealer co-operation but investigation shows that not one in a hundred actually does.

Proper dealer co-operation means less advertising expense, less sales cost, greater volume of business, larger profits and insurance of future prosperity.

We have tackled some of the hardest problems in this line ever submitted to an advertising agency—and have succeeded *remarkably well*.

We have been able to accomplish this because we have carefully investigated dealers in all classes of business, found out what they will and *will not* do, and have figured out our plans accordingly.

Incidentally, we find the dealer to be a very pleasant fellow as a rule and very much of a human being.

He will not be brow-beaten, cudgeled or forced into doing something he does not want to do and represents the attitude many advertisers have toward him.

He *will* do a great deal toward pushing a good proposition—if it is properly presented.

First, you must *have* a good proposition; second, you must know the dealer's attitude towards it; and third, you must know how to get him to help you. The first item is up to you. On the second and third items we believe we can help you. (continued on opposite page)

-and how to get it!

As an example—

For a well-known Association of Furnace Manufacturers we secured over ten thousand newspaper advertisements over dealers' names and paid for by them. This in three months' time.

For a large stove concern spending \$35,000 per annum, we secured \$147,000 of free newspaper advertising by the dealer, nearly 1,000 good window displays and a large distribution of printed matter in one years' time.

For another concern spending \$30,000, we secured \$46,000 of free advertising by the dealer, hundreds of good window displays and a large distribution, to good prospects, of printed advertising.

We can point to many other equally important instances of successful dealer co-operation in connection with national and local advertising campaigns which we are conducting. These cover food products, furniture, hardware, farm machinery, automobile accessories, clothing, etc., etc.

We believe these accomplishments justify the word "Merchandising" on our letterhead and our claim of *Complete Service*—which includes all items necessary to the proper conducting of a general advertising campaign.

We will be glad to discuss your dealer problems with you—and without obligation or upon request will mail you a copy of a unique booklet "Merchandising Through the Middleman."

HENRI, HURST & McDONALD

Incorporated

Merchandising · Advertising

Peoples Gas
Building



Chicago
Illinois

formerly YOUNG, HENRI & HURST

The "SHOP EARLY" Season for Schools



A Word to the Wise—
"SHOP EARLY"
 for immediate delivery

SCHOOL superintendents and school board members realize that prices on school supplies and equipment are advancing from 20% to 30%.

The "Shop Early" season is during June and July, and equipment will be purchased at this time for the entire school year.

Let us tell you more about the vital importance of our "Shop Early" campaign for 1916.

THE BRUCE PUBLISHING COMPANY

2004 Montgomery Building,

Milwaukee, Wis.

Forms for the June issue of the AMERICAN SCHOOL BOARD JOURNAL close May 15th.

Selling a Million Dollars' Worth of Second-hand Goods

Bradley, the Subway Contractor, Using a Series of Spreads—New Developments in Disposing of Second-hand Automobiles

SOMETHING new is always happening in the merchandising of second-hand articles. This is a vast field of selling in itself. Constructive campaigns are frequently conducted. The standards of the business are constantly being raised, and the manufacturer who is selling new goods can well afford to learn a lesson from the methods that are applied in the marketing of used products.

For example, there is the campaign of the Bradley Contracting Company, of New York City. If anyone ever had a selling problem that is out of the beaten tracks this firm is it.

William Bradley is the man who built a large portion of the New York subways. Having completed contracts to the value of \$44,000,000 for the city and the Pennsylvania Railroad, he found himself with a million dollars' worth of used equipment on hand. This had been bought especially for these contracts and, since there was no further use for it, the business-like thing to do was to sell it.

But how?

Getting rid of all this machinery would be a formidable task, even to the concern that had a full-fledged organization for just such a purpose. To the firm who must dispose of this material as a sort of a side line to its regular activities and who was not organized to handle this special work, the task appeared to be anything but easy. Many big deals have been pulled off in the second-hand-machinery field, but the deal which the Bradley Contracting Company had to swing was among the biggest of them. In putting it over a new standard of merchandising efficiency in the second-hand field has been established.

Mr. Bradley decided that, since advertising influenced him in purchasing the equipment, it was log-

ical to suppose that advertising would resell it. However, it was soon seen that an ordinary selling campaign would not do. Something big, broad and compelling was necessary. Second-hand machinery is advertised rather extensively in class publications, but there is nothing exceptional about the copy. The space is usually small—often only a few inches—and is frequently condensed into the classified columns. Advertising of this kind, while sufficient in most cases, would be very inadequate when it came to selling a million dollars' worth of contractor's equipment. The Bradley company finally determined to concentrate the appeal of its advertising on the class of men who would be most likely to need material such as it had for sale. A series of double-page-spread advertisements, to be run in a well-known engineering weekly, were written.

THE WORKING OF THE CAMPAIGN

This programme was planned and elaborated just as any big campaign is laid out for the marketing of a new product. A neatly printed tabulated price-list of the enormous stock was prepared. The first spread was the opening-gun type of advertising, in which the proposition was placed before the reader in a general way. The main purpose of the subsequent advertising has been to get the person who is interested to send for the price-list. Stress is put on the fact that everyone in the contracting business should have the list. Emphasis is placed on the size and the variety of the stock and that there is something in it for everybody who at one time or another has to buy similar equipment.

An idea of how this is done can be gained from the following quotation, taken from one of the advertisements:

"Whether you are a big contractor or a small one—whether you want to spend ten dollars or ten thousand—there are items in this price-list which fit your pocketbook and appeal directly to your requirements.

"Even if you don't know just what you want, and have nothing definite in mind, *send for the price-list, anyway*, and look over the items; the stock is so enormous that merely glancing over the items will likely suggest something you can use at a price so attractive that you cannot afford to miss the opportunity.

pocket and make you want to own the equipment without delay."

Much of the copy has a strong mail-order flavor. Some of the equipment is listed and described in the advertisements. This is done not so much to bring orders through the mails as to give the reader a taste of the catalogue and to whet his appetite to the extent that he will send for the real thing. But, then, too, the copy does bring mail-orders. In one of the spreads a photograph of two pages of the price-list was shown. Readers evidently took the trouble of deciphering the mi-



"I Have One Million Dollars' Worth of Contractors' Equipment to Sell," Says William Bradley,

"Send for the price-list to see the items in this list which I have to put on an order form of goods to make the most out of my stock and equipment."

The equipment which William Bradley is selling is the greatest stock of contractors' equipment in the world. It includes everything a contractor needs to get the most out of his equipment. It includes everything a contractor needs to get the most out of his equipment. It includes everything a contractor needs to get the most out of his equipment.

Big Bargains For Everybody

And that means you—whether you are a big contractor or a small one—whether you want to spend ten dollars or ten thousand—there are items in this price-list which fit your pocketbook and appeal directly to your requirements.

The list of items on hand is so large that it includes more for everybody.

There is everything from a new piece of machinery to a small tool. There is everything from a new piece of machinery to a small tool. There is everything from a new piece of machinery to a small tool.

Now, send for the price-list to see the items in this list which I have to put on an order form of goods to make the most out of my stock and equipment.

The list is so large that it includes more for everybody.

This list is so large that it includes more for everybody.

This is the chance which William Bradley is offering you, and you can't afford to miss it.

Get the Price List

Give the names and addresses of the contractors who are interested in this list. The complete list of items in this list will be sent to you. If you want to see the list, send for it. If you want to see the list, send for it.

Bradley Contracting Company
One Madison Avenue, New York City

This Mailed Starts the List—There Are Over 400 Items

Send for the price-list to see the items in this list which I have to put on an order form of goods to make the most out of my stock and equipment.

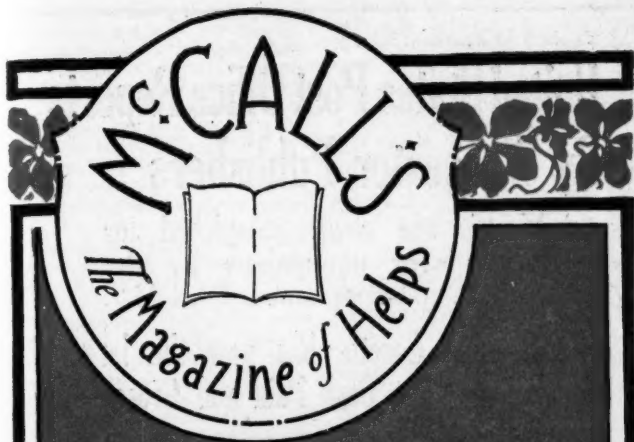
ONE OF THE SPREADS IN A TECHNICAL PAPER THAT BROUGHT RESULTS

"Remember—this stock which we are selling does not consist merely of a few pieces of equipment; it is crowded with items representing almost every conceivable sort of contracting equipment, from thirty-ton Davenport locomotives down to crowbars and steel rivets.

"This is why the list is so valuable for you to get. This is why you will be so interested in it. You can read through it, with nothing definite in mind, and before you are half through you'll likely come across a score of good suggestions, every one priced at a figure that will put money in your

croscopic type that appeared in the picture, because checks were sent in for many of the articles listed there. A large, roomy, signature-inviting coupon is run in most of the "ads." William Bradley's picture is played up in some of the advertisements. His picture appears, and part of the copy is written in the first person. An extensive set of photographs of the equipment, both as it appeared in action and as it now looks in storage, were taken, and are used effectively in the advertising.

These double-page spreads have now been running for several weeks and have already sold a



It is significant with McCall's Magazine

4 of every 5 of our subscribers are married

Their added responsibility brings added appreciation of McCall's Helpfulness.

Our Advertisers Build their Prestige with the woman who buys for her family.

THE McCALL COMPANY

Chas. D. Spading
Advertising Manager

Merit did it

Worcester Advertisement No. 2

United States Post Office Reports By Worcester Publishers

Verify the audit completed for
Worcester newspapers by the
A.B.C. up to September 30, 1915.

**The Evening Gazette has now the largest
circulation—Net Cash Paid and Gross—of
any Worcester daily.**

In sworn statements to U. S. Post
Office Department for April, 1916,
The Evening Gazette shows its
daily average circulation for six
months to have been 31,009 copies
gross daily and 27,157 net cash
paid for the same period.

The second newspaper stated its gross circulation
as 30,041 daily INCLUDING SUNDAY, with
26,791 net cash paid daily INCLUDING SUN-
DAY for the same period—while

The third newspaper stated its average gross circulation
as 11,333 for the six months' period, with 10,724 net paid.

**The largest circulation and the lowest rate per
thousand give advertisers the greatest results for
the least money in**

WORCESTER'S BEST NEWSPAPER

The Evening Gazette

Over 30,000 Daily

N. B.—In the next issue of Printers' Ink will appear another statement concerning
Worcester and its best newspaper.

JULIUS MATHEWS, Representatives, Boston, New York, Chicago

lot of the equipment. Many of the articles are sold out entirely. The price-list is provided with large margins, so that revisions can be made as may be necessary. Coupons are coming in generously. Every mail brings orders, accompanied by check. Telegraphic orders are frequent. It is probable that the advertising will be continued until the bulk of the equipment has been disposed of, but, of course, in a proposition of this kind no permanent selling policies can be established. They have to be changed to suit developments and discontinued entirely as soon as the supply of material runs out. But even if the campaign were conducted for a year on its present basis, the sale of one of the larger pieces of machinery would about pay the cost of all the advertising and sales work.

The person interested in second-hand merchandising should keep his eye on the automobile business. More developments take place in the marketing of used cars than in other lines where this kind of selling is necessary.

According to *Automobile Topics*, the New York branches of the Locomobile Company and the Studebaker Corporation recently conducted strikingly original sales on their stocks of used cars. In both cases the entire new-car salesrooms and all of the new-car salesmen were given to the display and selling of old automobiles for one whole week. The Locomobile Company abandoned the term "used car" and has substituted "exchange car." The traded-in machine is thoroughly overhauled, refinished, and when it is offered for resale the company's new-car guarantee goes with it. On Thursday, Friday and Saturday of the week preceding the sale prospects were invited to inspect the automobiles that were to be placed in the new-car display-rooms during the sale. Invitations were mailed out Wednesday evening to all those who might be interested in an exchange car. No new cars were in sight during the sale. The whole force was kept busy selling the old machines. Practically all of the

higher-priced cars were sold the first two days of the sale. As the week progressed the stock became so low that cars had to be sent in from other branches.

About the same plan was used by the Studebaker Corporation. It was called "Opportunity Sale of Used Cars." Prospects were treated just as though they were buying a new car, and thus was made a very subtle appeal to that queer vanity kink in human nature. The sale was advertised in the weekly and Sunday papers. Three letters were sent out to prospects telling about the plan.

"The first letter"—to quote from *Automobile Topics*—"emphasized the fact that seventy-five per cent of the cars offered were 1915 models; that there was a wide choice of makes, and that all were in first-class condition. The second letter was a rather more urgent invitation to come in and inspect the cars and look at the tags. 'Lots of cars here yet,' said the letter, 'almost all of them famous models—three-fourths of them 1915 models—all of them in excellent shape—and every one of them tagged with a price that will make you buy.' The burden of the third letter was that the sale was a big success—'Closes to-morrow, though—and so there's only one more day for you to get in and look them over, and our advice is to come in early.'

"The first letter went out a day or two before the opening date of the sale, and with it was enclosed a list of cars with prices and specifications. The other letters were mailed while the sale was in progress. The attendance was excellent, though part of the time the weather was decidedly unfavorable, and its effect on sales was quite perceptible. This was offset, however, to a very considerable extent by the persistence with which the attendance kept up after the week of sales closed and the used cars were removed to their regular department, and it is expected that the impetus of the work done during the campaign will be felt for a considerable time."



Newspaper Publishers Plan Economies of Production

Some of the Reforms Will Affect Advertisers—Other Features of the A. N. P. A. Convention

DESPITE the acknowledged tremendous increase in business enjoyed by the American newspapers in the first three months of this year, the keynote sounded at the thirtieth annual convention of the American Newspaper Publishers Association last week was the necessity of rigid economy, if the papers are to benefit actually from this flood of prosperity. The convention, which started Wednesday morning, April 26, and terminated on the afternoon of Friday, the 28th, with the election of officers and directors, was one of the largest in the history of the association, 314 members having signed the registry book.

Among other topics discussed, besides the matter of the increased costs of news-print, inks, and metals, were flat rates, methods of effecting economies, the establishment of a reserve fund for dealing with labor troubles of individual members, and the question of the advisability of publishers donating their space free for the advertising campaign in favor of preparedness launched recently by the A. A. C. of W.

The situation that faces the publishers, as brought out in the discussions, is as follows. The war, with the consequent famine of commercial bottoms, almost automatically shut off the supply of wrapping paper and antique stocks which formerly were imported from Norway and Sweden to the tune of 300,000 tons yearly. As a consequence, American manufacturers have been turning to the manufacture of these materials, in which there is said to be a larger profit, and as a result it is proving practically impossible for the manufacturers to keep pace with the suddenly increased demands for news-print coincident with the tremendous increase in advertising and the flood of news. Fif-

teen per cent more news-print is now being used, it is said, than in the same period last year. As a consequence, the normal reserve stocks that the jobbers and manufacturers usually carry to meet temporary increases in demands are being drawn upon to an alarming degree, the expected and usual falling off in demand which generally follows after March, the year's apex, not having materialized. Publishers on long-time contracts have as yet little to fear, but publishers caught short are being hard hit, if they cannot arrange with their source of supply for a renewal of their contracts. One of the large New York dailies is said so to have been caught and to be now paying 3¾ cents a pound. Other publishers have been even harder hit. While it is expected that with the coming of summer the demand will naturally slacken off, nevertheless the consensus of the discussion advised a more rigid economy in the use of paper on the part of all the publishers, so that the summer months will allow the reserves to recuperate. Nor were all present so sanguine that summer will ease off the situation, and many are apprehensive of further increases in cost, ranging from fifteen to thirty per cent.

HOW PAPER SUPPLY MAY BE CONSERVED

Naturally the subject of increased circulations, under the circumstances, came up for little or no discussion, whereas how to cut down the size of the paper and eliminate waste were questions of vital interest. Many advocated cutting out returns on circulation and some are already doing so. Newspaper readers for some time to come may expect a sudden tendency to conservatism in the matter of scare headlines, for

(Continued on page 67)

Stand Out from the Crowd with Bold, Attention-Compelling Color Advertising.

We can give you poster effects with our *new* four-color process, on the back page of the Magazine Supplement of the six Hearst Sunday Newspapers, that will dominate everything—

**make over Two Million people
sit up and take notice.**

The cost is very little more than black and white in the local section of these papers—***only \$2.50 a line
for a net paid circulation of
2,019,558.***

Our color schedule for the Summer and Fall months is now being made up.

Reservations should be made now.

The American Weekly Magazine

American-Circle Building

Chicago Office:
Hearst Building

Columbus Circle

New York

COMFORT

Best Store Sale as well as Mail Order Puller

The Association of National Advertisers has asked its members who key their ads. to pass their records along to those who can't. COMFORT welcomes this move.

For a quarter of a century COMFORT has s
test of "keyed ads." It has WLL

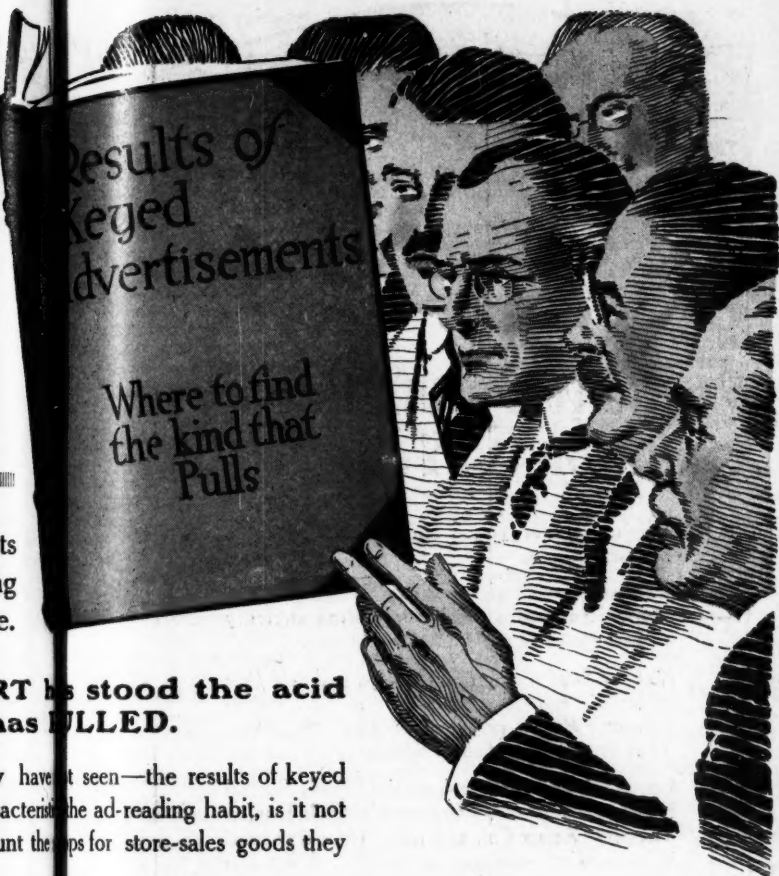
COMFORT subscribers send their money for goods they have not seen advertised. So, having this important mental characteristic, the advertiser has a *moral certainty* that when they go to market they will hunt the things they have seen advertised in COMFORT.

The steadily increasing volume of general publicity copy in COMFORT household necessities—proves that the National Advertiser is now awake to the

WALTER R. JENKINS, Jr., Representative
New York Office: 1628 Aetolian Hall

W. H. GANNETT,
AUGUST, MAINE

COMFORT is the key to a million



RT has stood the acid
test PULLED.

have seen—the results of keyed
characteristic of the ad-reading habit, is it not
want the steps for store-sales goods they

COMFORT—for automobiles, motorcycles, food products, soaps and other
v aware of the great possibilities of COMFORT'S special field and power.

NNET, Pub., Inc.,
AUGUSTA, MAINE.

FRANK H. THOMAS, Representative
Chicago Office: 1635 Marquette Bldg.

million and a quarter homes.



"The Sign of the Best Commercial Films"

We Center 100 Per Cent Attention On Your Product

—by making for you a film especially adapted
to *your* business.

We have no "Stock" ideas. We analyze your
proposition and submit something entirely
original—interesting—suited to *your* line.

*No other form of advertising can get and hold your
prospects' undivided attention as do motion
pictures. People are there to watch the screen.
There is nothing to distract them.*

Let us show you letters from the Illinois Central
Railroad, Kansas City Commercial Club, Dunlop
Tire and Rubber Co., and other pleased patrons
of our service—who *have* got results. And let us
offer you our suggestions. This does not imply
any obligation on your part whatever. Write us.

Imperial Film Manufacturing Co.

**Offices: 547-549 Peoples Gas Building
CHICAGO, ILLINOIS**



many of the publishers advocated decreasing the size of the news heads, as being too wasteful of space when taken in the whole. Moreover, many recommended also that more strict attention be paid to the editing of the news columns—that stories be pared to the proverbial bone, as another means of saving space and of cutting down the size of the paper. In this connection, Charles H. Taylor, Jr., of the *Boston Globe*, who presided during the topical discussions, told how one night recently just before a holiday in his town, word was issued to cut down his paper from twenty-four pages as planned to twenty-two pages. He took it up with the managing and the night city editors. They presented him with a prospectus of the news on hand that they proposed to run, and then these galleys were gone over carefully and pared so as to eliminate four pages of news matter. It was estimated that, at the rate of 60 pages to the pound, on an edition of 300,000 copies, this would be a saving of 600,000 pages; 10,000 pounds, or five tons of paper. With paper at \$45 a ton, this represents a saving for one day of \$225.

S. G. McClure, publisher of the *Youngstown Telegram*, said that he has been so boiling down the news in his paper as to enable him to print two less pages of news. Not only has this proved a great economy, but in his opinion it has resulted in a better paper from an editorial viewpoint. Others admitted that there has hitherto been a certain amount of carelessness from the editorial end in the handling of news, and that more efficient editing would not only handle all the news necessary, but also result in a more readable paper.

One of the publishers of a newspaper in an Eastern town of about 75,000 population who attended the convention said that he and the other publishers in his town are considering raising the price of the paper from one to two cents. News-print in this town has gone up five dollars a ton, and as he uses about four tons a day,

this means a yearly increase in cost of about \$7,000. As the average profit for a well-conducted newspaper of this size in a town such as his runs from between \$35,000 to \$50,000 yearly, according to another publisher present, this curtailment in profits due to the paper bills alone seems serious enough to warrant an increase in the price of the paper to the reading public.

OTHER SUGGESTED ECONOMIES

Another subject discussed was the matter of extending the page size from seven columns to eight. A number of papers have already done this. In making this change it has either been necessary to cut the width of the columns from thirteen ems to twelve and one-half ems, or if the width was left the same, to cut down the margins. This latter course has been followed by Publisher MacLennan, of the *Topeka State Journal*. Where papers have found it necessary to cut the width by a half em, there arose the question of what the advertiser would say to the slight reduction in the size of the space for which he pays the same rate as for the former column width. A few such complaints were cited by publishers, who said that they were instigated by competitors, but were soon adjusted satisfactorily.

Other economies predicted will be a lessening in the use of feature and syndicate material, and of colors. Mr. MacLennan said that he has discontinued the use of colors, because recently when his contract with an ink manufacturer expired, he wanted to raise the former price of twenty-two cents a pound for blue ink to thirty-two cents a pound.

Another matter for discussion was the so-called flat rate. The report of the Committee on Newspapers of the New York Association of Advertising Agents, which has been published previously in *PRINTERS' INK*, and approved by the other agents' associations of the country, was presented to the assembled publishers. Beyond a general discussion of the subject, no action was taken. Some of the

publishers gave their experiences with the flat rate, but the discussion revealed a diversity of opinion as to what constitutes a flat rate. One man, who said that he has it in force, on cross-examination admitted that while his page rates are technically "flat," he has special rates for the different pages of his paper. Similar confusion seemed to exist in the minds of others, some differentiating between a flat rate for foreign advertisers, as against special rates allowed to local advertisers.

The advertising agents' committee announced that recognition has been granted to these agencies: Bell-Nugent, Boston; Burnet-Kuhn Advertising Company, Chicago; Dooley-Brennan Company, Inc., Chicago; Vanderhoof, Condict & Eckstrom, Inc., Chicago.

PATRIOTISM AND FREE SPACE

The third important subject for discussion was the matter of the publishers donating their space without charge to the United States Government for the "million-dollar" campaign to advertise preparedness set on foot by certain members of the Associated Advertising Clubs of the World. According to the unofficial reports of those who attended the discussion of this question on the afternoon of the second day, the general consensus of feeling was that it was an unbusinesslike policy. Nevertheless, there were some who admitted that in the present crisis they were at a loss just which way to decide the question, hesitating to commit themselves as against it for fear of seeming to be unpatriotic.

Emil M. Scholz, publisher of the *New York Evening Post*, was the leader of the opposition to the plan, and in presenting a resolution condemning it, he said that he appreciated that he represented a paper of pacifist tendencies, but that he was offering the resolutions on the broader principle of good business policy in newspaper administration without regard to the editorial stand of his paper. He said that it is ridiculous for men who have spent years of their

lives in building the value of their commodity — white space — to cheapen it by offering it for nothing, even for patriotic motives. He said that it was significant that nowhere was business and public feeling so demoralized at the outset of the war as in England, and yet the English Government had seen its way to paying the English press for advertising space used in various campaigns for recruits, etc.

Following Mr. Scholz's address offering resolutions condemnatory of the practice of donating space free of charge, Lafe Young, Jr., made a speech in which the Stars and Stripes snapped bravely from his lips. Mr. Young spoke of the patriotic duty of the American press to the American public, and earned tremendous applause from his auditors. In the face of this situation, Mr. Scholz withdrew his resolutions.

Despite the blood-stirrings aroused by Mr. Young's speech, the general feeling of the publishers sounded on the subject was that the newspapers are doing their share in publishing columns and columns of news and editorial matter bearing on preparedness, and that the display advertising should be paid for. Especially was this true of the publishers who have reputations as being good business men first, rather than politicians and popular-favor curriers.

Not all of the time of the publishers, however, was taken up by meetings and discussions. Following the opening session the Bureau of Advertising gave a luncheon to 250 guests. Speeches were made by J. F. Mackay, of the *Toronto Globe*, chairman of the Bureau; W. L. Garey, president of the Royal Baking Powder Company; John H. Patterson, president of the National Cash Register Company; William H. Field, of the *Chicago Tribune*; Louis Wiley, of the *New York Times*, and G. Edward Buxton, of the *Providence Journal*.

Mr. Garey paid special attention to the subject of publishers offering new foreign advertisers in their columns their co-operation

This page in Printers' Ink was engaged with the intention of running a piece of copy, the illustration for which was not completed in time.

LIFE'S word is as good as its bond. This is an old-fashioned saying, but withal, you will find LIFE a wonderfully up-to-date publication. (Some readers even accuse LIFE of being ahead of the times.)

Meantime, the volume of advertising scheduled for LIFE requires unusually prompt forwarding of cuts and copy, or we cannot submit proofs for O.K.

We prefer to do so, time permitting.

Gee. Bee. Arc.

LIFE'S Advertising Manager, 31st St., West, No. 17, New York
B. F. Provandie, Western Mgr., Marquette Bldg., 1537, Chicago

Member of A. B. C.



149th St., Third, Willis and Melrose Aves., Bronx County, N. Y. C.

69,640 People

Pass This Corner Every Day

Over 7,300 vehicles pass the same spot in the same time. It is locally called "The Hub," because it is the business and transportation center of Bronx County, whose population at present is 643,000, and which is growing faster than any other community in Greater New York—which means faster than any community in the country.

The third-tracking of the elevated structure for express service has now been in service but a few weeks. Extensions to both the present "L" and West Farms Subway systems are now under construction.

The great new Lexington Avenue Subway system is well under way.

Think what all this means, Mr. Advertiser? A population of 643,000 now in a great residential community (for there are but few factories and home industries) and thousands more constantly flowing in.

You can reach nearly every desirable family in this great home section of New York City by the use of a single publication.

THE BRONX HOME NEWS

published three times a week—Tuesday, Thursday and Sunday—goes into

100,000 Homes

each issue. Delivered by our own carrier system. But one edition of each issue is printed—there is absolutely no duplication and nearly every desirable family in the County is reached.

Thousands Read No Other Paper

Is it any wonder that The Bronx Home News is noted for its pulling power?

BRONX HOME NEWS, 371-373 East 148th Street, N. Y.

in enlisting the dealers, suggesting that the publishers be a little bit chary and careful to see whether they may not be stepping on the toes of long-established manufacturers who have been using their columns for years.

Mr. Buxton said that newspapers should give more attention to the details of their business with an eye to aiding national advertisers, and that in this connection efforts should be made to simplify the matter of rates and contracts.

"Whatever may be our individual opinion on the subject of more merchandising co-operation between the publishers and advertisers," he said, "there can be no denial of the statement that our most imperative consideration is first to establish co-operation between ourselves concerning the elementary details of our business—and a co-operation that goes deeper than good intentions, fair promises and an annual love feast.

WHEREIN SERVICE MIGHT BE IMPROVED

"The fact that newspapers carried fifty-five million dollars of general advertising last year is not because newspapers as a group made it easy for the national advertiser to use our mediums in any collective fashion. We have no uniform rate card; we have more than fifty-seven varieties of ways for computing our charges; we create an army of artificial classifications and distinctions. Our solicitation is too often based on petty jealousies rather than on the merits of newspapers as a medium and our own community as a market place."

Wednesday afternoon, J. F. Mackay, chairman of the committee in charge of the Bureau of Advertising, presented his report, which follows in part. Membership in this Bureau is voluntary, 294 publishers being listed. The report in part was as follows:

To give point to the Bureau's activities, your Committee wishes to draw your attention at the outset to the remarkable development of general advertising for newspapers that has taken place in the last half year. Figures compiled by the Bureau at the close of 1915 show an average increase of 10 per cent. over 1914 in national ad-

vertising carried by newspapers. In round figures this increase represented about \$5,000,000, bringing the total amount of general advertising carried by newspapers in the year referred to up to about \$55,000,000.

The general newspaper advertising record for the first three months of 1916 is even more remarkable. Figures compiled by the Bureau and furnished by publishers in every State in the Union and every Province of Canada show an average increase in general advertising for that period over the corresponding period of 1915 of 35 per cent.

Comparing these returns with the figures of former years, it is evident that a new high record has been established for the months of January, February and March. Widespread inquiry among publishers brings back the unanimous reply: "This has been our biggest first quarter in any year."

In accordance with the plan established in 1914, the Bureau set aside the week of October 11-16, 1915, for International Newspaper Window Display Week.

During this week, newspapers all over the United States and Canada, non-members as well as members of the Bureau, induced retail dealers in all lines to fill their windows with newspaper-advertised products as evidence of the dealer's interest in newspaper-advertised goods.

Successful as the 1914 display movement was, the 1915 plan scored still higher. Four hundred and ninety-three (493) newspapers in three hundred and eighty-five (385) cities participated and made a striking demonstration of dealer interest for the benefit of national advertisers.

In some cities publishers united and carried out the demonstration as a body. National advertisers and agencies co-operated to make the week a success, and it was evident on all sides that the movement has taken hold and has become recognized as of fundamental value.

Following International Newspaper Window Display Week, the Bureau received upwards of 1,000 photographs of typical window displays—it could have had several times as many for the asking. Each display contained a sign bearing the information that the goods shown were newspaper-advertised products and explaining the purpose of the movement.

The Bureau has consistently opposed forms of so-called co-operation sought by some advertisers and agencies, but deemed to be injurious to the newspaper business. It has opposed all efforts to make newspapers act as salesmen for manufacturers in stocking up the retailer, and it has repeatedly pointed out that a newspaper should do nothing for one advertiser in the way of co-operation that it could not consistently do for every one of its patrons. It has encouraged the idea of confining co-operative efforts to newspaper-advertised goods as a class.

The officers of the Bureau have had many opportunities during the past year to observe the effectiveness of the Free Publicity Department's campaign. In several specific instances projected raids

on the news columns have been stopped as a direct result of the work.

Most advertising agencies with whom we discuss this matter take the ground that they are forced to seek free publicity for some of their clients because their competitors are able to obtain free space from the newspapers, and because many agencies make their ability to get free publicity part of their solicitation.

In the interests of the business as a whole, your Committee urges strongly upon publishers a more careful censorship of their columns, and to keep always in mind the thought that the newspaper has for sale one commodity—advertising space.

RATES AND RATE-CARDS

Your Committee again urges upon publishers the wisdom of simplifying their rate-cards and maintaining unqualifiedly their quoted rates. These conditions affect importantly the whole subject of advertising development. If concerted action can be obtained on those subjects, by the publishers, the problem of developing more advertising for newspapers will be simplified.

During the year a large number of newspapers joined in the "clean-up movement," eliminating from their columns certain forms of advertising which in their judgment was "undesirable."

Your Committee believes this "clean-up movement" is one that must be reckoned with, and the experience of the Bureau shows that newspapers exercising close censorship of their advertising columns have been rewarded for the temporary sacrifice of revenue by the advent of other advertising of undeniably good character.

On Thursday evening took place the annual dinner of the Association in the Astor Gallery of the Waldorf-Astoria. More than 1,100 guests and members attended, and the speakers were Mayor Mitchel, of New York City; Governor Whitman, of New York; Wellington Koo, Chinese Ambassador to the United States, and a graduate of Columbia University; Otto H. Kahn, Charles M. Schwab, Daniel Willard, president of the Baltimore & Ohio Railroad, and Newton D. Baker, the recently appointed Secretary of War. Patrick Francis Murphy, president of the Mark Cross Company, outdid himself in his usual epigrammatic style as toastmaster.

The final sessions were occupied with a discussion of the labor situation, the matter of free publicity and press agents, the health of employees, and the election of officers.

Plans were set on foot to get the publishers to subscribe to a general fund to be used for de-

fense purposes when labor troubles arise. It was remarked that while one of the Western local miners' organizations has, alone, a defense fund of \$1,000,000, an organization of the size of the A. N. P. A. has no such funds. Blank forms were distributed to the attending members asking them to subscribe a monthly sum, the amount to be determined according to the number of typesetting or casting machines each publisher uses.

Chairman Henry N. Kellogg of the standing committee on labor, in his report on the relations of the publishers and the labor unions, said that four newspapers had been subject to strikes during the year, but that all were settled satisfactorily, either by arbitration or by employing effective means to "break" the strike.

It was also reported by members in general that through the efforts of the association in keeping members posted through bulletins that the press-agent is falling into the discard and that free publicity is having a harder and harder time to "get across" in the news columns.

OFFICERS ELECTED

Officers and directors for the coming year were elected as follows:

President, Hopewell L. Rogers, business manager of the *Chicago Daily News*; vice-president, Frank P. Glass, editor of the *Birmingham News*; secretary, John Stewart Bryan, of the *Richmond News Leader*; treasurer, E. P. Call, of the *New York Journal of Commerce*.

These men were elected to the Board of Directors of the association: J. F. Mackay, of the *Toronto Globe*; C. H. Taylor, of the *Boston Globe*; Harry Chandler, of the *Los Angeles Times*; H. L. Bridgman, of the *Brooklyn Standard-Union*, and D. D. Moore, of the *New Orleans Times-Picayune*.

The following hold over as members of the board: H. U. Brown, of the *Indianapolis News*; E. H. Baker, of the *Cleveland Plain Dealer*, and Jason Rogers, of the *New York Globe*.



One of the Large City Stores of Nebraska

Nebraska presents a merchandising problem comparatively simple.

It is not particularly a city market, a small town market or a rural market. It is a blending of all three, all closely connected.

The cheap labor element is small, likewise the aristocracy, but the population—urban and rural—is of exceedingly high purchasing efficiency.

The stores in the small towns sell very much the same merchandise as the stores in the large cities and their counters, together with the Jobbers' order books, quickly reflect the influence of an advertising campaign.

Your advertising will make good in Nebraska

Interior of Store in
Nebraska Town
of 1500

Annual Business
\$150,000



(This advertisement is published under the auspices of the Nebraska Publishers' Bureau, composed of the leading periodicals of the state.)

Twentieth Century Farmer
The Nebraska Farmer
Nebraska Farm Journal
Deutsche Omaha Tribune
The Hospodar (Omaha)

Omaha Bee
Omaha World-Herald
Nebraska State Journal
Lincoln Daily Star
Lincoln Daily News

Norfolk Daily News
Fremont Tribune
Beatrice Express
Hastings Tribune
Nebraska City News
Nebraska City Press

J. MITCHEL THORSEN

formerly Advertising Manager
of the Metropolitan Magazine,
has associated himself with and
been elected Vice President of

J. T. H. MITCHELL, INC.
Chicago New York

Manufacturers Fighting Plan to Sell Autos on Instalments

Reo, Cadillac and Buick Issue Strong Pronouncements Against Instalment Sales

THE various plans for selling automobiles on instalments, as recently described in *PRINTERS' INK*, are arousing the keenest interest among business men in every line. On one point there seems to be considerable misunderstanding, namely, as regards the proposed methods to be used in financing the time-payment buyer. This is especially true of the plan of the Guaranty Securities Corporation. Many seem to think that this company will sell any of the twenty-one cars mentioned in its advertising. This is not so. The Guaranty Securities Corporation does not and has never intended to sell automobiles.

As explained in *PRINTERS' INK* before, the service of this company enables *responsible dealers* in certain automobiles to sell according to the Guaranty plan, whenever they wish to do so. In other words, the company merely agrees, under definitely specified conditions, to finance the deferred-payment buyer. The plan is for the convenience of the dealer, and to be used only at his option. There is nothing obligatory about it. The distributor can start in using the plan when he so desires, and he can stop at any time.

Much of the criticism that has been directed against the Guaranty plan has been due to a misconception of it.

MANUFACTURERS GOING SLOW

In the meantime the expected conference of the manufacturers, in which it was supposed that concerted steps would be taken to oppose certain developments in the growth of instalment selling of automobiles, has not taken place. It is said that there is so much indecision among some of the makers as to whether or not selling cars on time is a wise thing that it has been agreed to go slow on the question for the pres-

ent. Of course, many individual automobile manufacturers have shown no hesitancy in expressing their disapproval of the growth of deferred-payment selling in the industry. During the last two or three weeks, whenever a group of men in the business got together, there usually has been a lively discussion on the subject. The opinion of E. Leroy Pelletier, well-known automobile advertising man, who is now in charge of the publicity of the Reo car, is typical of the views of most manufacturers who object to selling autos on credit. In talking to a representative of *PRINTERS' INK* he said:

"The strength of the automobile business has been its cash basis. The marvelous expansion of the industry; the immense volume of sales, done on a comparatively small capital, and the healthy condition of the business, are due primarily to the fact that all transactions have been strictly for cash. I believe that it is only a cash business that can be fundamentally sound. Instalment selling artificially stimulates an industry, from which there is bound to be an unpleasant reaction. In any business where the volume is done on long-time credits, there is too great a difference between manufacturing cost and consumer cost. This cannot be avoided. It would be easy for the automobile business to get into a similar condition. Cars not only have been getting better, but they have also been getting cheaper. Of course, large production, with the consequent improvement in manufacturing methods, is responsible for this, but it is likely that neither the increased production nor the improvement would have been possible were it not for the cash basis of the industry.

"I see no necessity for instalment selling in the automobile

field. With the exception of a very few manufacturers, the demand for cars is keeping pace very nicely with the supply. The man who hasn't the money to pay for a machine has no right to own one, and it is not sound policy to encourage such a person to buy that which he cannot afford and does not need. Regardless of how much care may be taken in extending credit, most of those who succeed in getting a car on time will be in the improvident class.

"I believe a considerable percentage of the autos sold on instalments will have to be pulled back by the dealer. While he may be able to re-sell them for enough to cover his loss, this will tend to glut the used-car market. This would be particularly unfortunate, as the conditions in the second-hand automobile business have been growing steadily better. I should think that those in the motor-car field would learn a lesson from the farm-implement business. For some time the agricultural machinery people, who have been harassed nigh unto death with time-payment selling have been looking with envious eyes on the blissful no-credit conditions prevalent in the automobile business, and have been longing for the day when they can get their line on the same basis. Wouldn't it be better for us in the motor-car industry to leave well enough alone and keep things so that the implement men can continue to envy us? We don't want them to pity us."

STATEMENT OF BUICK COMPANY'S POSITION

The Buick Motor Company, the Cadillac Motor Car Company and other manufacturers have issued strong statements in opposition to any methods that encourage the sale of cars on a basis other than for cash. For example, R. H. Collins, general sales manager of the Buick Company, voiced himself unmistakably on the subject, as can be seen from the following extract from his remarks:

"There is a serious menace to the whole automobile industry and

a grave danger to the automobile dealer in too great a spread of the instalment-plan feature in buying motor cars. I can see no necessity for such a selling plan in these times of prosperous business.

"It is my opinion that no greater calamity can ultimately overtake the automobile business, including the manufacturer, the dealer and the individual buyer than for the leading factories to adopt a deferred-payment sales plan, and I cannot believe that the leading manufacturers are really giving serious consideration to such a plan.

"The instalment plan of buying is fundamentally wrong, regardless of the article involved. This is especially true as applied to automobiles. The automobile business was started on a cash basis. It is the only big business that has ever been operated on a cash principle, and in my judgment the cash basis is one of the biggest reasons why the automobile industry has grown so wonderfully fast. Cash sales have made possible the rapid building up of big reserves of capital. Plenty of liquid capital has made possible rapid expansion, improvements in manufacturing methods, and quantity production. Quantity production has made it possible for motor-car makers to market a constantly improved product at a constantly lowering price.

"The automobile is one of the few things in every-day use which has not advanced rapidly in price in the last few years. And all these favorable conditions connected with the marketing of automobiles can be traced, in very large measure, to the fact that automobiles have been sold for cash.

"And now all this is threatened by the introduction of the instalment plan of buying. The present scramble to force automobiles into the hands of everybody who has a few dollars—regardless of the fact that the time part of the contract is likely to work a severe hardship upon the purchaser and his family—is the worst thing that has happened in my entire business experience. If persisted

To The Manufacturer

Merchandising, as defined in our book, **MODERN MERCHANDISING**, "embraces every marketing process involved in getting a commodity from the factory to the consumer."

Advertising is one of these marketing processes. It is a step in selling. But advertising can never be the complete marketing influence.

Distribution to dealers, aid to dealers in unloading stocks, the adjustment of selling organizations to harmonious work with advertising—all these are critical steps in a merchandising and advertising campaign.

We therefore believe that manufacturers must be interested fundamentally in *Merchandising* if their sales-promotion expenditures are to be most profitable.

That is why we are an Advertising plus Merchandising organization. That is why we view all campaigns from the selling or sales-manager's viewpoint.

We invite inquiry of manufacturers who desire particulars of our Advertising and Merchandising methods. To such concerns we will gladly mail our book "Modern Merchandising."

Scores of competent judges have voted this book the sanest, clearest discussion of the relation of advertising to selling yet published.

Mallory, Mitchell & Faust

Security Building
CHICAGO

"Advertising and Merchandising Counsel"





Appetite Appeal in copy

For a good many years **Knox Sparkling Gelatine** has been in national publications with appetite appeal copy. That it's been effective is proved by the sales records.

If advertising men don't know what they're missing when they miss the enjoyment of the many desserts, puddings and salads which Knox Gelatine makes—well, it's time they did know.

If you look through the women's publications you will see the Knox ads. Don't look at them merely as advertising, but realize that the delicious dishes suggested in the copy are for *your* delectation.

To get immediate action. Note your name and address in the margin (we will appreciate your grocer's name, too), clip off and mail to us. We will send our New Recipe Book, illustrated in colors, that tells how to make all these good things. Will also send a pint sample package if you include a 2c stamp.

CHAS. B. KNOX CO., Inc.
100 Knox Ave., Johnstown, N. Y.





in I believe many purchasers will impose an obligation upon themselves which they will find hard to meet.

"I am well aware that automobiles are now and have been for some years sold on time under certain restricted conditions. In many cases I believe such transactions come within well-accepted terms of sound business practice, especially where a dealer sells an automobile to a worthy customer, and where arrangements can be made to finance the loan at home.

"But in this connection I desire to say just as emphatically as I can that if a man cannot afford to own an automobile he ought not to have one—until he can afford it. I mean that absolutely. Just because a man has a few dollars saved it would be unwise, in my opinion, for him to put up all his savings as part payment for a car. Because he can make the initial deposit is no assurance that he can, without working a hardship upon himself and perhaps his family, get enough money together to meet notes for \$800 or \$1,000 more—notes which for anything else but an automobile would look enormous to him.

"Such sales are a detriment to the manufacturer, the dealer, and the purchaser. They are a detriment to the manufacturer because they introduce an artificial element into an industry that is basically sound and healthy. They injure the dealer because there are strong possibilities that cars thus sold will come back to him as second-hand machines, thus forcing him to make other sales in order to get his money. The effect of this kind of business on the dealer is serious, and I do not believe those dealers who have gone into it, or who are thinking about going into it, realize the grave dangers ahead. Dealers should remember that when these outside companies take over these notes, such notes carry the dealer's endorsements. This creates a serious situation for the dealer because it means that the more business of this kind the dealer does, the deeper he is in debt. Moreover, the dealer's home credit may

be affected. Having his endorsement on a large amount of outside paper, held by these outside concerns, is certain to lessen his ability to obtain legitimate credit at his local banks. And finally, this sort of business is a detriment to the purchaser of a motor car who starts out to pay for a car in this form. It puts a load on his shoulders which he may find himself unable to carry."

EDUCATIONAL COPY OF SELLING CORPORATION

In the meantime, the companies organized to finance the time-payment buyer are going ahead with their plans and are making steady progress. They seem to be showing no disposition to antagonize the manufacturers. Rather do they prefer to build up good will and prove, through educational effort, that there is a real need in the automobile business for the kind of a service they have to offer. For example, the Guaranty Securities Corporation is in the newspapers with a form of advertising that is decidedly different from that previously used. No cars are mentioned. The details of the Guaranty plan are not given. The purpose of the copy seems to be entirely educational. It aims to show that there is a demand for a uniform method of financing the responsible buyer of automobiles on credit. Those interested are told to look for the emblem of the corporation on display in the place of business of the dealers who are using the plan. The emblem is shown prominently in the advertisement. Readers are asked to go to their local dealer to see the form of contract. The copy winds up with this conservative, confidence-winning statement:

"The plan is operating successfully, and its operation will be extended conservatively to meet the requirements of the public, recognized dealers, and co-operating financial institutions.

"Inquiry is invited from those who desire to purchase automobiles, from responsible dealers, and from banks who desire further information."

The Powerful Competition Americans Will Have to Meet

Can We Hold Our Own Against the Cartels of Germany and the Rings of England?

By Joseph E. Davies

Chairman of Federal Trade Commission

THE Federal Trade Commission has been conducting an investigation of the degree of competition that exists in the foreign market. That is, we have tried to find in South America what competition American manufacturers going down into that field would have to meet from European competition. Going into China, what competition do we meet? What do we meet in South Africa? What do we meet all over the world?

We find a most interesting condition to exist. We find that there are six hundred cartels or syndicates in Germany that are combinations of many manufacturers, not only for domestic, but for export trade. We find that there are rings in England of affiliated manufacturers, who are equipped in China to furnish everything from a locomotive to the financing of a province. They will build their factories, they will import the foodstuffs to live on; they will buy the material when it is done and pay the cash. We find that there are combinations existing in foreign trade which our manufacturers and exporters have to meet. One of the most interesting reports, I think, that will have been issued from the Government press for a long time will be this report on foreign trade, which we will shortly issue.

We did something that has not been done heretofore. We availed ourselves of the commercial attachés of the industries of this country, and the consuls of the State Department, and we sent to all of them a questionnaire asking various questions, and the volume of interesting information that we got from those splendid, well-

equipped men in foreign fields serving our Government for from \$1,200 a year up is perfectly astounding. For instance, you may have been surprised that Turkey should have sided in with Germany. It is not surprising when you read the report of the consul in Turkey to the Federal Trade Commission, and when you find the degree to which railroads and public utilities and other business there have been financed by German capital. In Constantinople a daily trade-paper has been simultaneously published in German and in the Mohammedan language. This is only typical. If we are going to engage in foreign trade of the world, we are obliged to meet these conditions and these concerted activities.

GREATER LEEWAY RIGHTFUL IN EXPORT TRADE

In the absence of injury to any American interest a greater degree of co-operation in export trade than is allowed in domestic trade may be beneficial to the country. If this is not now permitted by law, new legislation to that end, properly safeguarding the public interest, should be enacted.

This position is in entire consonance with the public policy of this nation with reference to Government's relation to industry. Competitive conditions in foreign markets are assured by the international conflict of interests. Opportunity is afforded, through co-operative effort in this field, to those who otherwise, by reason of their limitation in size, would be denied such opportunity.

The objection which is urged with greatest force against co-operation for foreign business is that the combination effected for export trade may be used to op-



Ingersoll Had to Know Business

W. H. Ingersoll, Marketing Manager of Robert H. Ingersoll & Brother, and responsible for the advertising and sale of five million watches last year, did not begin in his present position.

He has risen to one of the big jobs of America, not only because he has been a successful advertising man, but because he realized that to meet the problems of a growing business, he must master the principles governing all branches of business.

Mr. Ingersoll says of the Alexander Hamilton Institute: "Your Course and Service gives the first coherent presentation of the entire subject of business. It gives one a perspective and an appreciation of essentials, as well as much knowledge regarding right and wrong methods of procedure. It seems to me impossible to over-estimate the value of the Course to business men who desire to make an earnest study of business principles."

The experience of successful business men like Ingersoll is made available to you through

the Modern Business Course and Service of the Alexander Hamilton Institute.

It is just these broad business principles and the application of them to individual cases that the Alexander Hamilton Institute is teaching to more than 35,000 men—several hundred of which are advertising and agency men—in America today. The Institute collects, classifies and transmits to you, through the Modern Business Course and Service, the best thought and practice in modern business.

Both business and educational authority of the highest standing is represented in the Advisory Council of the Alexander Hamilton Institute. This council includes Frank A. Vanderlip, President of the National City Bank; Judge E. H. Gary, Chairman of the U. S. Steel Corporation; John Hays Hammond, the famous engineer; Joseph French Johnson, Dean of the New York University School of Commerce, and Jeremiah W. Jenks, the statistician and economist.

"Forging Ahead in Business"

A careful reading of this 128 page book, "Forging Ahead in Business," copy of which we will send you free, will repay you many times over. It will help measure what you know—what you don't know, and what you should know—to make success sure. Simply send the coupon below for your copy.

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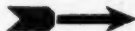
Name.....
 Business.....
 Address.....
 Business.....
 Position.....



The Question

"Yes," said the advertising head and executive of a Company manufacturing a popular priced quality food product, "I am convinced that poster advertising is one medium which is needed in our proposed campaign and which will help us sell our product. But why should we place this business through the Ivan B. Nordhem Co.?"

Read Next Page



The Answer

"Because," said the Nordhem Co. representative, "our Company can do more for you than merely distribute your poster advertising orders. Our art department can assist you in the creation of ideas and the preparation of sketches. Our copy department, which specializes in poster copy, can co-operate with your own copy writers. Our statistical department can furnish valuable information to guide your selection of territory. Our three division headquarters and numerous branch offices offer special 'on the spot' service. Our whole organization, which is composed of able men schooled in the ways of successful marketing and selling with real merchandising experience in developing sales and extending distribution, stands ready to render a co-operative service which cannot help but contribute to the success of your campaign."

The statement of one of our representatives printed above tells only part of what "Nordhem service" offers before a poster advertising campaign begins. What "Nordhem service" can do and is doing after the campaign is launched is another big story. If you would like to hear it, write any of our division or branch offices.

Ivan B. Nordhem Co.

POSTER ADVERTISING

UNITED STATES AND CANADA

NEW YORK DIVISION CHICAGO DIVISION PITTSBURGH DIVISION

Marbridge Bldg. McCormick Bldg. Bessemer Bldg.
47 West 34th Street 322 S. Michigan Blvd. 6th St. & Duquesne Way

BRANCHES:

PHILADELPHIA, PA.	- - - - -	802 Chestnut Street
BUFFALO, N. Y.	- - - - -	1044 Marine National Bank Building
CLEVELAND, OHIO	- - - - -	813-15 Rockefeller Building
MINNEAPOLIS, MINN.	- - - - -	Metropolitan Life Building
KANSAS CITY, MO.	- - - - -	Fifth Floor, Merry Building

press competitors here at home and to exploit consumers in the home market. There is plainly a serious danger here, and it must be met frankly and guarded against effectually. But abuses of this kind and the possible abuse of an extension of a monopolistic condition into the foreign field to the disadvantage of the smaller manufacturer in such activity can be prevented, we believe, by Federal regulation. Other nations having policies similar to ours have found it possible within the law, and it is equally possible for us. It is not consonant with the spirit of our people to fail to grasp a great opportunity because of possibilities of evil, which can be guarded against and prevented.

I believe that it can be done. The whole problem that this revolution of the last eighteen months, this horrible war, has projected upon us—and I pray it may be the only problem—is the industrial question of whether democracy is equally efficient and capable of equal efficiency with autocracy.

THE METTLE OF OUR COMPETITORS

While the significance of Germany's efficiency may, perhaps, have been exaggerated, nevertheless it is true that an industrial as well as a military organization has been quietly developed in Europe that has eclipsed anything of the kind that we have seen. Economies have been induced in production; scientific methods effected in marketing and distribution; exploitation through combinations of an international character have been developed and are the complement of a military machine that has commanded the admiration of the world.

Within the months last past these facts have not been apparent to us alone. England, France and Italy have, under the pressure of overpowering necessity, endeavored to specialize industry for greater economy and effectiveness, and to a degree that it is difficult for us to understand.

These influences will obtain after peace has come. To speculate as to the future conditions following the war is idle. But

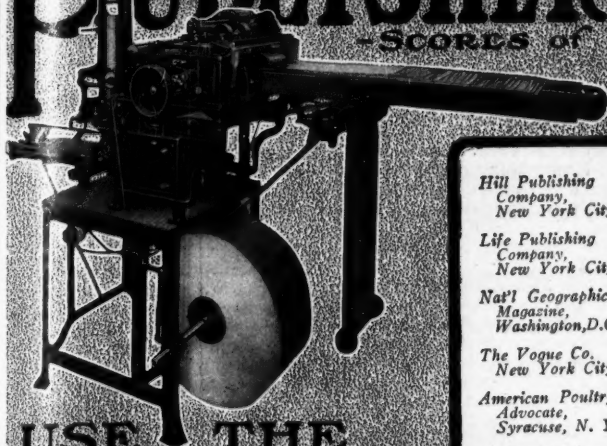
it is still greater folly to assume that in the long future these lessons derived from these conditions will not be translated with military effectiveness and discipline into efficiencies and economies of production and distribution, when the energies pent up in the struggle shall be released for industrial endeavor. The reorganization of industry, when finally established in Europe, will, in all probability, be invested with a degree of efficiency that will command the respect of all rivals in international competition in the markets of the world. The stimulus of necessity will speed these processes with the resumption of peace; for international bills will have to be paid through reversing balances of trade, if that be possible; people will have to be employed, and every effort will be made by governments involved to sustain themselves from destruction.

When these conditions will obtain in international industry it will require all of our vision and discipline, enterprise and conservatism, sagacity and daring to meet them. It will require that our industries shall be integrated and stabilized so that not only will the economies of sustained production be available, but it will require that the social well-being of the workers shall also be sustained upon a proper level, to the same end. It will require a large-minded intelligence and vision in the division of the fruits of industry between capital and labor.

Socialized autocracy did this before this epochal war in a manner that challenged the admiration of the world. It is our task to demonstrate that representative democracy can be equally efficient and serviceable. For a monarchy this task is relatively simple; the task for democracy is far more difficult. For in democracy we cleave to certain essential, fundamental principles as the covenant of our faith, whereas in autocracy there are no such principles that impede translation of theory into effect. It is the very essence of our aspiration and the spirit of democracy that there shall be fair

PUBLISHERS

—SCORES OF EM—



USE THE Addressograph

PRINTS FROM TYPE

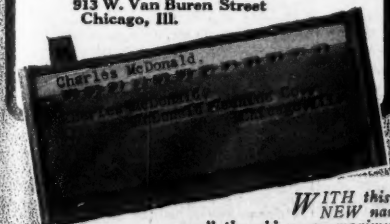
THE PUBLISHER'S ADDRESSOGRAPH
—pictured above—feeds wrappers from a roll, prints names and addresses upon them, also Corner Card, Postal Permit and Route Stamp and cuts to required size at the great speed of 7,500 wrappers per hour. This machine also automatically separates address plates for expired subscriptions from the "live" list during operation of addressing.

Used in 300 Different Lines of Business

Thousands of firms, large and small, in over 300 different lines of business, consider the Addressograph indispensable. There are 15 different models—some operated by hand, others by foot lever, others by electric motor. So, no matter how many names you write—few or many—there is an Addressograph to exactly fit your needs.

The Addressograph Co.

913 W. Van Buren Street
Chicago, Ill.



Hill Publishing
Company,
New York City.

Life Publishing
Company,
New York City.

Nat'l Geographic
Magazine,
Washington, D.C.

The Vogue Co.,
New York City.

American Poultry
Advocate,
Syracuse, N. Y.

National Tribune,
Washington, D.C.

"SYSTEM"
Magazine,
Chicago.

Unity Magazine,
Kansas City, Mo.

FACTORY
Magazine,
Chicago.

Millinery Trade
Publishing Co.,
New York City.

Motor Age,
Chicago.

Frank A. Munsey
Company,
New York City.

The Nautilus,
Holyoke, Mass.

Phelps Publishing
Company,
Springfield,
Mass.

Review Publishing
Company,
New York City.

Morning Tele-
graph,
New York City.

WITH this Metal One Piece Address Plate
NEW names and addresses can be "written
over" the old ones—maximum efficiency lowest upkeep cost.



Our Service to
Manufacturers

Merchandising and
Advertising
Plans

based upon

Research and
Analysis



Trade Conditions and
Consumer data

Interview or
Correspondence
without obligation

JAMES ZOBIAN
COMPANY
225 Fifth Avenue
New York

opportunity for all, not only in political rights, but in the exercise of industrial and commercial vocations.

But this does not mean that we should set our face against the advance of progress in industry. The economies of large-scale production to the extent that they exist, the advantages of integration of industry, the sustaining force of stabilization in industry, the prevention of feast and famine, the prevention of cut-throat competition, can all be encompassed in a democratic state without yielding to monopoly in principle or in effect. The problem of democracy is to conserve the efficiencies of industry to the highest degree that is compatible with the fundamental conception of liberty and freedom in industry. The problem of government is not only not to thwart efficiencies, but to stimulate them, to aid them, to develop them to the highest degree that is compatible with the general welfare. That is the problem for democracy. That is the great challenge that comes in the history of civilization to this great Republic, with renewed insistence, out of this epochal war.

It requires that we shall co-ordinate and marshal all of the best forces that are in our industrial, business and political life for its solution. The critical function is easy; the constructive function is hard.

We seek to build up, and not to destroy. We desire to aid, and not to harass.

Annual Dinner of Trade Press Association

The annual dinner of the New York Trade Press Association will be held at the McAlpin Hotel, New York, May 15. This will be ladies' night and a number of special features have been planned that will be of interest to members of the association and their guests. Officers and members of the trade press associations throughout the country are invited.

The case of Frey & Co., Baltimore jobbers, against the Welch Grape Juice Company, alleging violation of the anti-trust laws in refusing to sell its goods to the jobbing house, has been retried, resulting in a verdict for the Welch Company. A previous trial resulted in a disagreement on the part of the jury.

How Two By-products Are Developed and Exploited by Corn Products Refining Company

Corn Sugar and Corn Oil

By Paul Findlay

WHAT a wonderful evolution has occurred in the industry of utilizing the entire kernel of Indian corn from the days of Thomas Kingsford, of Oswego, but more especially from the invention of corn glucose in 1865! In March, 1865, glucose was first made from corn; there were apparently immediate millions in the idea and a company with \$600,000 was formed. Then the inventor—a German, naturally, seeing he was a chemist—died—and carried to his grave some of the crucial secrets. Stock on hand became solid after short storage, and, as nobody knew of any use for "grape sugar" at that time, the company "busted." In 1877 the receiver of the Union Sugar Company sold the patents it controlled for \$2,501

So, very recently, then, this primary crop of our country was almost unknown for its great possibilities. It is native here. We had, and still employ, Indian names for some of the foods derived from it—samp, hominy, succotash. Yet the crop is so vast that the fluctuation of a single cent per bushel makes a difference of some \$26,000,000 in its value to American farmers! In 1909 the crop was worth \$1,615,000,000—enough to cancel the then-existing interest-bearing debt of the United States, or pay for the Panama Canal and build fifty battleships. Products from the corn kernel now enter into "rubber shoes and daily bread, chewing-gum and dynamite, bonbons and battleships"—and there is no waste.

The story combines romance and efficiency and covers the manufacture of upwards of one hundred commodities, which have been lifted from the status of by-products into the dignity of major

commodities. Let us consider only two of these items: corn sugar, the latest development of almost the earliest by-product, and corn oil, which came earlier than corn sugar, but which has just been developed to perfection.

START OF GLUCOSE INDUSTRY

Glucose was made first in Germany from potatoes, and a second German chemist took up the work after the failure of Union Sugar with an improved process, and the Chicago Sugar Refining Company began with \$1,500,000 in 1880, its aim being the manufacture of anhydrous dextrose, or grape sugar, as it was called. Corn was cheap and cane sugar dear; so the scheme was to blend soft Louisiana cane sugar with this anhydrous dextrose and sell the blend to confectioners, for whose purposes it was peculiarly adapted. The factory started in fine shape. The product was of highest purity and was universally commended. Thousands of barrels were shipped, but after a few months the goods came back—the dextrose had absorbed the moisture from the sugar, and once again the stuff was completely solidified. Result: factory closed and the loss of another big chunk of money seemed imminent.

But now came in the chemical engineer—a practical development of the theoretical chemist—and he turned the works into a glucose factory. Plenty of trouble was still before the company; but this was the turning-point, and from that effort the ultimate result was the American industry of corn products as we know it to-day.

When we laymen get into these technico-chemical matters we are more than slightly liable to get all balled up, so I must try to

tell the story in words of one syllable; therefore, here goes:

Sugar is sugar—like "pigs is pigs"—with differences. All sugars are not equally sweet, the saccharine content of some being much lower than others. As a sweetener, corn sugar has comparatively little value; but, because it is an "invert" sugar, it is specially adapted to aid fermentation. It provides a preferred "food" for the yeast plant to live on while developing in bread and other ferments, as the food is ready for immediate assimilation by the plant. Cane sugar, on the other hand, must be "converted" from what it is to the same chemical substance as corn sugar before the yeast can thrive on it. The yeast must do this converting as a preliminary. Hence the process of leavening is delayed and more yeast is required for the work where cane sugar is used. Moreover, cane sugar is apt to be too sweet for use in plain bread, whereas corn sugar is so much more neutral that the resulting very mild sweetness merely enhances the desirable "nutty" flavor of the bread.

Again, corn sugar produces a fine quality of "caramelization" in the crust of rapidly processed and speedily baked bread; so there is automatically produced the pleasingly attractive gloss, or "bloom," for which all bakers aim. In the old days this gloss was got by applying very dilute sugar water with a brush to the crusts just as the bread was drawn from the oven—a method which would hardly pass muster in these days of germophobia, for the brush used in the old-style shops was seldom sterilized—oh, very seldom, indeed!

BAKERS THE BIG PURCHASERS

Thus the obvious market for the great bulk of corn sugar is among bakers, and the efforts of the Corn Products people have been devoted almost exclusively to this outlet. There is the feature of lower first cost; the corn sugar reaching bakers at from two cents to two and one-quarter cents under the average price of granulated cane sugar, and from one cent to one and one-quarter cents under the

price of "C," or yellow, cane sugar. In passing, it may be said that the relatively high water content of "C" as compared with granulated cane sugar makes the intrinsic cost of the two cane sugars even nearer together than the figures would tend to indicate.

There is the great saving of time, as well as the saving of yeast already referred to. So both the processing of the sponge and the dough and the baking of the bread are greatly expedited by the use of corn sugar.

MAKES HOME-MADE BREAD

Finally, there is the ease with which bread approaching the character and quality of home-baked is produced.

All of these purposes could be equally subserved by the use of milk sugar, the chemical composition whereof is very similar to corn sugar, but the cost of milk sugar is prohibitive.

The distribution of corn sugar among bakers has been furthered by direct effort, demonstrations, trade-paper advertising, circulars and envelope-stuffers and cost-book-fillers for jobbers' use. All goods are sold through wholesale grocers and bakers' supply houses. This for the obvious reason that such jobbers can care for local trade more economically than Corn Products could do it directly; also, this is the fixed policy of the company. There is the further consideration that the interests of the "family"—starch, Karo, Mazola, etc.—are thereby more completely subserved through retaining the jobbers' good will.

Expert bakers have been employed as demonstrators, as many as fifteen of them at times. These men travel about, visiting bake-shops and making practical demonstrations by going through the entire process of baking right in the baker's own premises. Thus the advantages of Argo Corn Sugar have been graphically brought home and bakers have been quite rapidly converted (or, is it "inverted," maybe?) (!) to the preference for corn sugar. The smaller towns have been covered

(Continued on page 93)

Fair Treatment Was Vainly Sought From American Fair Trade League

UNDER date of February 25, 1915, the American Fair Trade League issued a circular to its membership signed by the Secretary, Edmond A. Whittier, in which they endeavored to line up all trade-marked proprietors and small dealers against the big department stores, mail-order houses and chain stores, and their bias on the question of trading stamps and coupons is shown in this initial circular letter in which they state:

"There seems to be no question that in practice if not in theory, trading stamps constitute a rebate, a special discount inconsistent with price uniformity."

After studying this Fair Trade circular, I, as President of The Sperry & Hutchinson Company and the Hamilton Corporation, wrote a letter, under date of March 2d, addressed to the President of the American Fair Trade League, Mr. C. H. Ingersoll, as follows:

"I am for 'fair trade' and the fullest investigation by yourself or the members of your league as to our plan and methods, as requested, before you go out as a neutral organization with anything prejudicial to our interest."

On March 3, 1915, Mr. Ingersoll replied to that letter, in which he states:

"I didn't know that the American Fair Trade League had issued any circular letter."

And

"Surely there is no reason why the League or its members, so far as I recall, should favor the Retail Dry Goods people who represent about the only organization opposed to our price maintenance position."

And

"However, I am under no delusions as to everyone's right to do business the way they please, and I do not believe that any evolution of law should be accepted to change this."

Hearing nothing further I wrote a letter under date of June 1st, addressed to Edmond A. Whittier, Secretary of the American Fair Trade League, as follows:

"Some time ago I had called to my attention your circular letter of February 25th, 1915, entitled 'War on Manufacturers Coupons, etc.'

"On March 2d I wrote your President, Mr. C. H. Ingersoll, a personal letter to which I received his personal reply under date of March 3rd.

"I have been informed that you will have an annual meeting of the Association tomorrow, June 2d, and among the topics to be considered is this question of 'War on Coupons and Trading Stamps.'

"I repeat what I said in my letter of March 2d to Mr. Ingersoll, a copy of which letter was sent to you, that I appreciate the value of the American Fair Trade League in a discussion of trade questions—it certainly ought to be non-partisan and conducted without prejudice. I also repeat I am greatly interested in knowing just what has prompted the American Fair Trade League to get into this contest and the reason I am especially interested is because as a matter of fact there is no reason why the League or its members, so far as I know, should favor the Retail Dry Goods people who represent about the only organized opposition to any price maintenance proposition that the Fair Trade League has ever taken and any action which your association would take in opposition to trading stamps and coupons would be in effect licking the hand of the organization which has attempted to smite the manufacturer.

"I do not think I am under any delusion when I say that it seems to me that everyone's right to do business the way they please has so far been held to be a fundamental principle of trade and that the most the Fair Trade League could possibly do would be to consider the various questions that are now a matter of trade confusion and work toward the simplification and elimination of some of them. To that end I am very glad to have the question of the business of the trading stamp and coupon as conducted by The Sperry & Hutchinson Company and the Hamilton Corporation reviewed by your members or a committee from your association. I am acquainted with a number of the members of your organization and believe that if you withhold any action in this matter until you have had an opportunity of investigation that it will be the best way you can approach this subject, which is a very large one, without being charged with being prejudicial or unfair. My own investigation of the premium business has gone so far as to lead me to believe it is a subject so large and a business of such proportion that it should demand careful attention or study on your part if you are going to make any suggestion or start any reforms in this direction.

"For the purpose of helping you to arrive at a fair decision I would like to have your association do the companies of which I am the president the honor of appointing a committee from your members to visit us and investigate us as fully as you may desire as to the soundness of the principle in trade on which the trading stamp and coupon is based.

"Will you bring this letter officially to the attention of the meeting of your association tomorrow and advise me whether or not they would care to make this investigation or would like to have a representative from this company visit the meeting with a view of discussing this question with them?"

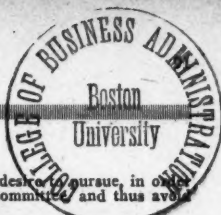
Under date of June 4th, 1915, Mr. Whittier replied :

"It will please you to know that under resolutions passed at the meeting a committee was authorized to investigate and given full power to declare the attitude of the American Fair Trade League on the questions involved. You will be promptly advised of all developments and accorded full opportunity for the presentation of your side of the question."

Under date of June 7th, I wrote Mr. Whittier as follows:

"Your letter of June 4th received. Thank you for writing me. I noticed from the press reports that a committee of your Fair Trade League headed by Dr. Lee Galloway, has been appointed to consider the coupon and trading stamp business.

PRINTERS' INK



Will you please advise me what lines of investigation you desire to pursue, in order that we may know what to prepare and present to your committee, and thus avoid things that are not material.

"What I would like to do would be to have a meeting with yourself and Dr. Galloway with a view of having the most complete investigation of our business methods and the results of same that you and your committee desire to make. To that end I thought I would suggest that it would be wise for your committee to spend some time—say a day with us. We have a large private room where they can be at liberty to discuss these questions, as we have all the evidence here, in the way of papers, books, etc., that may be called in question which would be of considerable advantage to us. We will, however, be glad to meet them whenever they wish and at such time as is mutually convenient. To this end I shall hope to receive due notice from you."

On June 12th Mr. Whittier replied:

"I thank you for your letter of June 7th. I hope to be able to write you definitely within a few days and give you the desired information."

On July 6th he wrote me again as follows:

"It is my understanding that following the next meeting (July 13) it may give the committee pleasure to accept your kind invitation of June 7th with a view to simplifying and expediting its work."

On July 7th I wrote Mr. Whittier as follows:

"I beg to acknowledge the receipt of your letter of July 6th and am pleased to note that the committee appointed at the annual meeting of the American Fair Trade League to investigate the coupon and trading stamp will meet again on July 13th.

"I will be very glad to have you convey to the committee all the information contained in my letter to you of June 7th which I will allow to stand as written.

"I do not know all of the members of your committee, but would like to have you send me the names of your committee together with some advice as to the lines of investigation you desire to pursue. If, however, this is not the course you desire to take I will be glad to have you meet with me and discuss the different phases of the premium business and then you will deal with us and our business as we are.

"I am very anxious that this investigation shall be made by your committee in a spirit of absolute frankness and honesty. I welcome it because as a new officer of this company and as a person who believes in premiums I am desirous of avoiding so far as it may be done any of the mistakes many other forms of advertising have made. I certainly believe that out of such a conference as we can have with your committee and your committee with us we will arrive at some fair conclusion that will be mutually advantageous. To that end you can rest assured that we will co-operate fully with you and your committee and would like to have you visit us if I can urge you to do so before the 20th of August, at which time I am now planning to take a short vacation."

On July 15th Mr. Whittier replied:

"Please be assured that the committee unanimously shares your anxiety that this investigation shall be made with the spirit of absolute frankness and honesty. Your attitude in the matter is exceedingly gratifying and I feel sure that I am expressing a unanimous inclination in stating again that the committee will gladly avail itself of the opportunity for information and knowledge of the intimate detail of your business which your recent letters have so kindly offered. I shall advise you again promptly following the meeting on Tuesday next, July 20th."

Excepting a letter to me from C. H. Ingersoll, President of the American Fair Trade League, under date of December 16, 1915, denying their interest in any legislation affecting us, no further notice ever was received from them, but many of our merchants sent to us a list of questions evidently prepared and sent out by the American Fair Trade League in November, 1915, under the heading of "Trading Stamps and Similar Devices"; these merchants requested us to inform them how to reply to these questions. We

prepared, for our own use, a duplicate blank containing exactly the same questions and had 750 of them printed and mailed 212 of them to our managers **only**, who were being asked by our merchants to aid them in making reply to these questions; these blanks were marked with the heading "Suggested Answers" and embodied the views of our executive officers.

Further, to aid in an impartial investigation, we had printed—**AT OUR OWN EXPENSE**—Dr. Galloway's list of questions **WITHOUT ANSWERS** and submitted them to many merchants for their consideration. Perhaps we were wrong in assuming that the American Fair Trade League wanted an impartial investigation of the Trading Stamp and Coupon question, but we did so assume, and this was our only reason for having these blanks printed.

All replies to Dr. Galloway's questions which were received at the office of The Sperry & Hutchinson Company and the Hamilton Corporation were forwarded by us to the American Fair Trade League. The assumption of Dr. Galloway, that he has been damaged in his reputation could not have arisen from this transaction, inasmuch as it was a matter entirely between ourselves and the American Fair Trade League. If, by any implication, Dr. Galloway could have been injured in his reputation as an economist, it could have happened only by a public announcement of these facts, and that Dr. Galloway has made himself or permitted the American Fair Trade League to make for him.

The replies which we received, I forwarded to Dr. Galloway under date of February 11th, and again on February 17th, 1916, so that the committee could have the benefit thereof. Had there been anything other than honest co-operation intended, I certainly would not have sent batches of replies that came first into our hands, and had to pass through my office, to Dr. Galloway. The cause of Dr. Galloway's suit against The Sperry & Hutchinson Company and myself may be found in the fact that I am president of the National Trade Association, as the published statement of the secretary of the American Fair Trade League now declares, and am consequently opposed to the passing of the bill for price maintenance which the American Fair Trade League is promoting and which I consider to be inimical to the interests of the consumer, the millions of trading stamp collectors and the merchants and manufacturers using profit-sharing methods.

I shall maintain my original position of being ready to co-operate at any time with any organization that is seeking the facts concerning the use of our premium system.

GEORGE B. CALDWELL, President

**The Sperry & Hutchinson Company
The Hamilton Corporation**

as well as the larger centers, and the work is going right on. Repeat sales are cared for by an arrangement whereby the Karo selling force devotes some of its time to the sale of Argo Sugar as a sort of side line. In the larger cities and closely populated districts specialty salesmen are also employed. The trade-papers in the bakery field are used.

There is a regular monthly booklet service in two classes: One very simple, "written down" carefully in very plain language for the small bakers, many of whom are men of little education, or foreigners just learning to stutter in English; the other couched in more learned terms, in greater detail of specification, for the bakers who enjoy high ratings and who are therefore apt to average a higher degree of intelligence.

There are many other uses for corn sugar, most of which have "just grown." These indicate that this industry is in its toddling infancy—as, in fact, is the case with the other by-products of Corn Products. For instance: Dupont has purchased about 500,000 pounds during the past year, for what purpose is not accurately known. The supposition is that it goes into the manufacture of smokeless powder.

A very large manufacturer of parchment paper uses considerable quantities, but keeps the use secret.

Several makers of self-rising flours use corn sugar for its caramelization—"gives that rich, luscious, brown tint to the cakes."

Brewers absorb 15,000,000 to 20,000,000 pounds for a mysterious process called "kreuzening" (croytzening). It appears that hops and malt in combination tend to become sluggish and corn sugar enlivens the action.

The makers of wines in Ohio and Missouri use about 10,000,000 pounds annually for "ameliorating" their product.

But the most important use so far developed, that of improved bread-production, absorbs around 30,000,000 pounds annually.

Total sales of 1915 increased seventy-eight per cent over 1914,

and this increase was mostly in the line promoted—bakers' use.

Up to about 1890 one of the most valuable parts of the kernel was allowed to go to waste: the germ, which yields the oil. There was no incentive to recover it for use as food, because the American people had been universally addicted to the use of animal fats and no successful propaganda had been made to further the use of vegetable fats. So nobody seemed to want corn oil. It seemed inevitable that such a fine oil as could be obtained from corn must eventually become a valuable article of commerce, and it did, but many years of hard work were required to bring about the condition. The old Chicago factory produced 15,000 pounds a day, and that went begging at forty cents a gallon, yielding a gross revenue of \$250 daily. To-day, at eighty-five cents the gallon, the Argo, which takes the place of the Chicago factory, receives \$7,300 daily for corn oil. This is due not merely to increase in price, but to greatly enhanced efficiency, whereby the yield or oil had been increased 300 per cent. The oil product, together with the oil cake (used for cattle feed), to-day yields a gross revenue equal to twenty-five per cent of the cost of the raw corn.

USES OF CORN OIL

Corn oil was first used exclusively for industrial purposes, though intrinsically an exceptionally attractive edible product. It was used crude for paint-mixing; as a rubber substitute in all rubber goods—shoes, rubber-bands, auto tires, one company now using 14,500 gallons monthly, making a sort of rubber shield to protect grenade-throwers or for some other similar use in trench warfare, and that company is working to capacity, twenty-four hours daily, or it would need more corn oil; in tanning, for softening leather; for "fixing" dyes—a recent development due to scarcity of castor oil, the hitherto accepted "fixing" agent; for lubricating greases, for core oil in making molding cores for castings, and



**The Leading Big-Size
Moving Picture Publication**

NEW RATE FOR

MOTION PICTURE
CLASSIC

On and After July 15th, 1916

\$150 the Page—40c a Line

All orders with definite schedules received prior to this date will hold the old rate until March 1st, 1917, provided one insertion appears not later than the September issue closing July 25th, and on sale August 15th.

Fourth Covers \$400

Present Rate

\$100 the Page—25c a Line

420 agate lines to the page—
three columns—width 2 $\frac{3}{8}$ " each.

February press run

169,750

Combination rate of 5% when
used with Motion Picture Mag-
azine for three or more insertions.

July Classic forms close May 25.

August Classic forms close June 24.

Frank J. Barry

Advertising Manager.

M. P. PUBLISHING CO.
175 Duffield Street, Brooklyn, N. Y.

Western Representative
A. A. KING, Peoples Gas Bldg., Chicago

dozens, perhaps, hundreds, of other ways.

But as production increased with larger factory units and enhanced yield, new channels of distribution had to be uncovered or created. The first development along these lines was "commercial" oil. This was rather roughly refined, deodorized and neutralized, and was sold to bakers for shortening small breads, cakes and pies, for deep frying in bakeries and restaurants and for making saratoga chips, for greasing confectionery pans and slabs, for manufacturing commercial salad-dressings, etc.

Very soon these outlets became insufficient for increasing production, so further refining treatment was applied, more extended charcoal filtration and other processes were developed to produce an entirely bland, transparent oil suitable for all domestic purposes. This product was sold first to various bottlers of private-label "salad oils," but that furnished an outlet for only about 560,000 gallons annually. So the coining of the name Mazola marks the presently final development of this product, designed to reach consumers everywhere, and, while comparatively little has been done in the way of advertising and other promotive work, this outlet promises to be one of unlimited capacity. This principally because the American people have progressed far during the past ten years in acquiring a preference for vegetable instead of animal fats, and corn oil is the product of a food grain with which all are familiar from lifelong association and use. Even thus early results are encouraging, as housekeepers have taken to the new product with willing readiness.

Specifically, the advertising so far has been confined to trade-journal copy, with some use of space in New York papers; a demonstration try-out in New England; a limited experiment on house-to-house canvassing, and a small poster campaign—and, naturally, many booklets, recipe books, folders, mailing-cards, etc.

Mazola is distributed exclusively through jobbers, like all other

Corn Products goods, and due provision has been made for wholesalers. The margin is always ten per cent or better, plus customary allowance for cash.

Retailers' costs are equitable, admitting of entirely satisfactory margins. Grocers can earn gross compensation of from twenty-two per cent to twenty-seven per cent. Two very prevalent weaknesses occur in the statements made by the company to retailers:

First, no retail selling prices are suggested, and the absence of such suggestions tends to irregular retail prices, with consequent danger of cutting, loss of profit, dissatisfaction and discontent on the part of the retailer; then loss of dealer-interest; then the awakening of dealer-ill-will, ripening into positive dealer-antagonism. All this for want of definite selling suggestions. Retail prices, ten cents, twenty cents, forty cents, seventy-five cents, etc., should be clearly printed on all dealer-literature. Then most retailers will get those prices, make money and be happy and cheerful sellers of Mazola.

Second, gross margins are overstated. In this case the fault is not so serious as it might be, because the margins, correctly stated, are sufficiently liberal to hold dealer-interest. But this error should be corrected and figures brought down to strict accuracy without delay. Nothing is so important as to get these things right in the very commencement of the campaign.

I really hesitate to dwell on these faults, because they are not at all peculiar to this company. In fact, they are all but universally prevalent among manufacturers, most of whom go on the theory that retailers everywhere are still studying short division as an ultimate arithmetical attainment, and an unfortunately large proportion of manufacturers do not yet make a fair provision for the retailer—which, as I say, the Corn Products Company *does*. But attention to this detail will perfect the otherwise unexceptionable selling plan of Mazola, so the pointing out thereof will be good for Corn Products and is, therefore, I feel, entirely justified.



Member Audit Bureau Circulation

The Leading Moving-Picture Publication

The BEST medium by which an advertiser can successfully reach the motion-picture public.

Now employed by many national distributors for such well-known articles as

Victor Talking Machines,
Eastman Kodaks,
B. V. D. Underwear,
Nabisco
Pompeian Massage Cream,
Boston Garter,
Review of Reviews,
Resinol Soap,
American Tobacco Company,
Rieger Perfumes,
McClure Book Company,
Brunswick-Balke
I. C. S.,
Oliver Typewriters,
Vose & Sons Pianos,
and many more.

This publication is invaluable to these many advertisers—every copy reaches a home, and is

READ BY EVERY MEMBER OF THE FAMILY

April issue of this year shows an increase over 1915 of

73% in Net Paid Lines

Press run for April issue

321,200

Present Rate—\$250 the Page

Combination discount of 5% when used with Motion Picture Classic for three or more insertions.

July MAGAZINE forms close May 12.

Frankly. Garry.

Advertising Manager.

M. P. PUBLISHING CO.
175 Duffield Street, Brooklyn, N. Y.
Western Representative
A. A. KING, Peoples Gas Bldg., Chicago.

Supreme Court Ruling on Fraudulent Advertising

It Is Not Enough Merely to Deliver Goods Which Are Worth the Price
Paid if False Representations of Value Have Been Made

Special Washington Correspondence

SO rarely does the Supreme Court of the United States deliver an opinion dealing directly with advertising ethics that there will be special interest in advertising circles in the decision handed down April 24, wherein the highest court in the land is placed on record as opposed to undue exaggeration in advertising. In view of current activities of the Post Office Department, the Federal Trade Commission, etc., this expression from the Supreme Court may be accounted particularly timely since it deals specifically with dishonest advertising circulated in the mails.

In effect, the Supreme Court says that an advertiser is dishonest when he raises false expectations on the part of a customer. Mere exaggeration of the qualities possessed by an article might be condoned, although the court does not expressly say so, but when an advertiser goes farther and invents advantages for his article or assigns to it virtues it does not possess he is distinctly beyond the pale.

The meat of the Supreme Court opinion, in the estimation of many advertising men, will doubtless be found in the paragraph which reads: "An article alone is not necessarily the inducement and compensation for its purchase. It is in the use to which it may be put, the purpose it may serve; and there is deception and fraud when the article is not of the character or kind represented and hence does not serve the purpose."

In order to appreciate the significance of this latter pronouncement it is necessary to know something of the circumstances of the rather complicated case that has just been reviewed by the Supreme Court. The advertiser under attack by the Government for alleged misuse of the mails is the

New South Farm and Home Company, a corporation engaged in selling in small parcels approximately 142,000 acres of land, commonly referred to as the Burbank-Ocala Colony and the Florida-Palatka Colony and situated in Putnam, Marion and Clay counties, Florida. It is claimed that this concern induced persons in various parts of the United States to purchase its ten-acre farms by reason of "false and fraudulent representations" concerning the title, fertility, value, drainage, location, environs and survey of the farms and improvements.

Well may the Supreme Court comment: "The defendants did not seem to be afraid of repelling by excess and extravagance," for never was real estate of the given kind pictured in more glowing terms. It was represented that every month in the year was a growing month; that three crops a year could be grown, and that a family could make enough on one ten-acre farm during the first year to support itself and save money. The lands were not swampy, so it was said; but, on the contrary, the land was high and well drained, like that of Kansas, Nebraska, Iowa and Illinois. Comfortable hotels there were, ready to hand; one could get out of a Pullman car on the farms and use a long-distance telephone, have the daily paper, rural free delivery and all the comforts of home; and, to hear the promoters tell it, land selling at \$30 an acre would in two years be worth \$200 to \$300 per acre. Even the name of Luther Burbank was used to conjure with in the advertising, it being represented that a contract had been entered into whereby a Burbank producing station would be installed.

It is recited in the court opinion that a wide range of advertising mediums was employed, in-



CHARLES DANIEL
FREY
COMPANY
Advertising Illustrations

MONROE BUILDING
CHICAGO

An Idea That Is Making Good



**THE
KNICKERBOCKER PRESS**

COVERS

Albany, Troy, Schenectady
and The Capitol District

FOR YOU

RATE, SIX CENTS FLAT

*Advertisers, Sales Managers and
Space Buyers are requested to write*

**THE KNICKERBOCKER PRESS
FOR FACTS**

Member of A. B. C.



"Passing the Buck"

A great game between
engravers and printers.
One blames the press-
work, the other the
plates.

QUADRI COLOR

can't play that game.
For both Plates and
Presses are theirs!
No elaborate excuses.
But perfect 4-color
work—on time

*"COLOR"—a 32-page source of
suggestions—free on request.*

QUADRI-COLOR C O M P A N Y

Color Printers and Engravers

306 East 23d Street
NEW YORK CITY

cluding papers, pamphlets, book-
lets, circulars, maps, etc., and it
is noted that "to give emphasis"
there were embodied in the vari-
ous publications pictures purport-
ing to represent the true condi-
tions to be seen on the farms. Spe-
cial mention is made of two of
the company's advertising book-
lets, entitled respectively "The
New Florida" and "Ten Acres and
Freedom," which were given wide
circulation. Recounting the con-
tention of the Government, the
Supreme Court opinion explains,
"All of the representations were
explicitly repeated and charged to
be false; that defendants well
knew them to be so, and intended
by them to deceive the persons
to be defrauded and to induce
such persons to part with their
money and property in the pur-
chase of the farms."

This epoch-marking advertising
case, the decision of which is ex-
pected to pave the way for num-
erous other prosecutions of like
nature, came to the Supreme
Court because the Government
was not satisfied with the dispo-
sition made of the matter in a
lower court. The New South
Company had demurred to the in-
dictment against it, and the United
States District Court for the
Southern District of Florida sus-
tained the demurrer.

For all that the opinion just
handed down by Mr. Justice Mc-
Kenna reverses the District Court,
it is necessary, of course, in or-
der to sense the final situation to
know something of the reasoning
of the Florida judges that is now
declared faulty. The Florida court
regarded the business as legiti-
mate, and held that the statute
was not violated by puffing the
qualities of the article sold in ad-
vertising it. In other words, as
the court expressed it, "raising the
expectations of the purchaser, but
giving that purchaser value re-
ceived for his money, but not ful-
filling those expectations," was
not an offense against the statute.
Further, the court said that the
deduction was "That the scheme
must be one to defraud the party,
or by false promises, pretenses,
etc., deprive him of money or

PRINTERS' INK

property without adequate value. Mere puffing or exaggeration of qualities, usefulness, opportunities or value of an article of commerce, where the purchaser gets the article intended to be purchased and the value of the article is measured by the price paid, do not constitute the false representations, promises, etc., denounced by the statute."

The Supreme Court now says quite emphatically that the lower court, in construing the statute, "misapprehended its import." The opinion just handed down at Washington, going to the heart of the matter, says: "Mere puffing, indeed, might not be within its meaning (of this, however, no opinion need be expressed); that is, the mere exaggeration of the qualities which the article has; but when a proposed seller goes beyond that, assigns to the article qualities which it does not possess, does not simply magnify in opinion, the advantages which it has but invents advantages and falsely asserts their existence, he transcends the limits of 'puffing' and engages in false representations and pretenses."

Then follows the expression above quoted, to the effect that it is the use and purpose of an article which a customer buys, rather than the mere article itself, from which the court concludes that "When the pretenses or representations or promises which execute the deception and fraud are false, they become the scheme or artifice which the statute denounces. Especially is this true in the purchase of small tracts for homes, and upon this, if the allegations of the indictment are true, the defendants touched every string of desire by false statements, and sounded every note that could excite and delude. We need not repeat the representations; and they were made graphic, it is alleged, by pictures and photographs."

"Indeed, if it could be admitted that the article offered for sale and its price could be balanced the one against the other, the price necessarily would be the expression of value and be constituted



OUT OF EVERY

7

homes in the British Isles shelters one or more regular readers of

JOHN BULL

(LONDON, ENGLAND)

These homes range from palaces worthy of a king to the humble roof of the toiler in factory or field.

WHETHER your advertising appeal is to the classes or to the masses, you will gain their ear most effectively, most quickly and most profitably through the advertisement columns of "John Bull."

MANUFACTURERS desiring information regarding the possibilities of the British market are invited to write to

PHILIP EMANUEL,
Advertisement Manager,
ODHAMS LIMITED,
85-94, Long Acre, London, W.C.

Directory of Britain's Great Advertising Media

Short Synopsis of Class, Circulation, Scope, Rates, &c.

"The Bystander"

IS THE MOST BRILLIANT BRITISH LIVE ILLUSTRATED WEEKLY

Advertisers Know This
DO YOU!

THE OBSERVER

(Founded 1791)

The Oldest and Leading Sunday Newspaper.

Certified Net Sales Over 200,000 Weekly
Advertisements \$5.00 per s. c. inch

12-14 Newton Street, Holborn, London


British Advertisers whose articles appeal to the more moneyed classes have long since learned to look upon

"The Sunday Times"

as one of the most valuable of the media at their disposal

SUNDAY TIMES, London, England

The weekly paper that is read by the business man and his wife. ESTABLISHED 1822

All Gentlewomen
read

THE ILLUSTRATED WEEKLY JOURNAL
for GENTLEWOMEN

THE CONNOISSEUR

(Founded 1901)

(The Magazine for Collectors, Illustrated)
35-39, Maddox St., London, W.

The Connoisseur has the largest sale by many times that of any similar magazine published
Advertisement Rate \$100 per page
Specimen copy sent on application.

LAND & WATER

The 12-cent Illustrated

with the largest sale. The thoughtful paper of the wealthy. Always on the list of discerning advertisers.

AD OFFICE

Empire House, Kingsway, London, Eng.

Specimen copy of any of the above publications with fuller particulars can be obtained from The Dorland Special Agency for British Publications, 366 Fifth Avenue, New York.

of all the attributes of the article, intrinsic and extrinsic; and it needs no comment to show that a ten-acre farm with the character, environments and facilities described, its price doubling, trebling and quadrupling within a year, has a seduction more powerful than one not advancing in value, but, it may be, receding; that is, of swampy, not of high land, character; without fertility, hotels, roads, artesian wells, citrus groves, Pullman cars, steamship and other facilities which the literature of defendants describes and the indictment alleges.

"We can entertain no doubt that those employing such representations, if they are false, have engaged in a scheme to defraud. In a letter which was set out in the indictment it was said, 'Our settlers are arriving daily and occupying their farms. The land is being rapidly cleared, crops are being planted, houses erected, stores built, and, on the whole, it is impossible for us to set forth in a letter to you exactly how stupendous is the work that is going on there. Without a question of a doubt, the Florida-Palatka Colony is enjoying the greatest prosperity.'"

The Government, in prosecuting this advertiser of little farms proceeded under Section 215 of the Criminal Code. This section is described by the Supreme Court in its opinion as "a somewhat enlarged successor of Section 5480 Revised Statutes." Both sections deal, of course, with the use of the mails for fraudulent purposes. The directors and stockholders of the New South Farm and Home Company have been made individual defendants in the Government's prosecution, and among the evidence introduced are letters signed by Charles H. Seig as president. Most of the advertising literature which served to make trouble for the concern was deposited in the mails at either Jacksonville or Palatka, Fla. Both magazine and newspaper advertisements are included in the "exhibits" in the case, in addition to the specimens of printed matter for direct advertising.

Directory of Britain's Great Advertising Media

Short Synopsis of Class, Circulation, Scope, Rates, &c.

"PUNCH" THE most famous and most widely quoted humorous paper in the World. Wields wonderful power in political and social life, and is one of the essential British Institutions. Was the first high-class illustrated paper in London to state and guarantee Net Sale, and is so far the only one in its class so to do. Advertising rates based on *Net Sale*, now in excess of 150,000. 10 Bouverie Street, London, Eng.

THE LARGEST NEWSPAPER SERIES IN GREAT BRITAIN

Hulton's 6,000,000 Group

Picture Papers, Daily Papers, Weekly Papers, Morning Papers, Evening Papers.

THE HULTON COMPANY

Daily Sketch Building

London, England

THE TATLER

QUITE THE LEADING ENGLISH ILLUSTRATED SOCIETY PAPER. THE FAVORITE WITH ALL.

Price Sixpence

THE SPHERE

NOW GREAT BRITAIN'S FOREMOST ILLUSTRATED PAPER.

Compare it with any other week by week.

Price Sixpence



"The PASSING SHOW"

is Britain's two-cent weekly of clean humour, pointed satire and clever cartoons, read only by influential and refined people. Circulation now over 190,000, but rate of \$150 per page based on guaranteed NET PAID SALES of 150,000 weekly.

Philip Emanuel
Advt. Manager
ODHAMS LIMITED
94-95 Long Acre
London, England

TWO BRITISH INSTITUTIONS THE FIELD THE QUEEN

(Weekly, Price 6d.)

The Standard Authority of the World on Sport, Travel, the Estate, the Country House and the interests of the Country Gentleman.

Offices: Windsor House, Bream's Bldgs., London, England

(Weekly, Price 6d.)

The Premier Lady's Newspaper. The recognized authority on Social Matters, Fashions, and all the interests of the Educated Woman.

THE ILLUSTRATED LONDON NEWS

THE OLDEST AND BEST ILLUSTRATED PAPER IN THE WORLD

Office for Advertisements: 195 Strand, W. C.

The Illustrated Sporting and Dramatic News

THE LARGEST SALE OF ANY COUNTRY GENTLEMAN'S NEWSPAPER.

Offices - - - 172 Strand, London

THE SKETCH

THE GREATEST TRIUMPH IN MODERN ILLUSTRATED JOURNALISM

Office for Advertisements: 195 Strand, London

The Lady's Pictorial

THE LEADING LADY'S NEWSPAPER.

Offices - - - 172 Strand, London

Specimen copy of any of the above publications with fuller particulars can be obtained from The Dorland Special Agency for British Publications, 366 Fifth Ave., New York.

Printing Papers *of* Excellence

Clarke & Company
225 Fifth Avenue
New York

General Sales Agent for Book Papers
Manufactured by Crocker, Burbank & Co.

We Want To Do It Ourselves We Have \$50,000

Worth of Job Printing We Are Giving to "Printers for the Trade"

We are looking for a HIGH CLASS, ALL-AROUND MAN, to manage a plant and make an investment so as to become part owner.

If you are in business and have the machinery we will put in cash as our contribution against fair value of your plant. Will also finance the business.

**A PROFITABLE AND GROWING PROPOSITION
FOR THE RIGHT MAN**

Address "Profitable," Box 462, care Printers' Ink

Team-Work Between Advertiser and Agency

G. W. Hopkins, of the American Chiclé Co., Accepts an Invitation to Speak Frankly to the New York Advertising Agents on Subjects of Mutual Interest—Suggestions on Soliciting Accounts

ARE advertisers asking too much of advertising agencies, or, on the other hand, are agencies giving too little? Can the methods of agencies be improved, and, if so, how?

Being keen for learning the advertiser's viewpoint, from one who has a reputation for frank speaking, the New York Agents' Association asked George W. Hopkins, of the American Chiclé Co., to talk at its dinner on April 25.

Part of Mr. Hopkins' remarks were as follows:

"What does the advertiser expect of the agency? Well, I may say that the advertiser often expects the impossible. We decide on a campaign, or policy to-day, and we expect service *yesterday*. We advertising managers are the go-between, and such position is not always comfortable. We are urged on from one side, prodded from another; everybody in the organization, from the president down, taking a whack at us from one angle or another; and we are prone to pass the troubles along to the agency.

"I believe you agency men make a mistake in soliciting accounts in groups. Several of you go to see a prospect and one opens the solicitation. He gets along to a certain point where your prospect shows interest in a definite feature. Then the interviewer says: 'I am not so well up on that; but Mr. Hanson here knows all about it.' So the prospect is shunted over to Mr. Hanson, who begins his part of the solicitation. It takes a minute or so to get things adjusted and started from the angle of this new personality, and just as things begin to move smoothly, another point is touched upon which Hanson does not feel competent to cover; and he 'passes

the buck'—also the prospect—to Wilkins. So it goes, and by the time three or four of you have broken in in this way, the thread of the argument is broken, the continuity is all shot to pieces, the prospect is all confused and has but a very hazy idea of what it is all about. Your appeal is hopelessly weakened. Would it not be much better if you sent *one man* who is fairly representative of your agency and let him present the entire solicitation? Suppose he did leave some parts unfinished and failed to completely cover all you hoped to do, all your strong points, etc. Would it not still be better, all things considered? There would at least be concentration of effort in portraying the entire agency and a single personality.

"I think that another weakness is this habit of bearing down heavily on the 'survey' or 'investigation' feature which is now so fashionable among agents. It seems to me this is featured too openly, that too much is made of this point, especially at the start. The man whom you are soliciting has his troubles, his perplexities; and one of the principal reasons why he has consented to see you at all is that he hopes to get something definite from you, some suggestion, something tangible, if only on one point or phase of his business. If you can give him something tangible along this line, he will much more readily be sold on your prospective work. This is not that I am unmindful of the importance of the investigation or survey. Indeed, I am not. I regard it as of primary importance, but I think you should not play it up too strongly at the start. If you do, an inexperienced advertiser is perhaps apt to think that he might as well make the investigation himself and save the fifteen per cent.

"Again, why should it not be a good idea for you to do a little quiet investigating before you solicit the account at all? If you did that, could you not, perhaps, point out something that you were prepared to put into execution right now, at the beginning,

and thus demonstrate that you may be of real service sufficient to justify your engagement by the advertiser? It seems to me that this would be much the better way to go about it.

"No really worthwhile prospect will expect you to have all the details of his business ready for dissection at the first interview. Just give him a lead. Then sell your agency to him. Sell personnel—detail work—your experience with retailers—your space buyers—your knowledge of comparative values in newspapers, magazines, etc.—your copy staff—and most important, your record of accounts well handled, successes already to your known credit.

"Again, remember that the advertiser, whether principal or advertising manager, wants to deal with one person. He wants to know that there is one man in your office to whom he can go at any time; somebody he can consult, confer with and kick to, if need be, or if he thinks he feels like it. One man should be responsible in the eyes of the advertiser for the entire account. He may know and thoroughly understand that you do not do it all alone; that you do not write the copy, nor check the insertions; that you collaborate with all the force; but he wants to feel that close personal touch with one man. With this man he can discuss everything and go into full details. Bear in mind that he likes to know details of how you are doing it—he likes to see the wheels go round.

"The theory that an agency should never attempt to cut in on an account is, I think, carried too far. Its practice tends to make the agency that has an account immune from serious attack, and maybe the result is apt to be that a sort of hide-bound, quasi-careless attitude creeps in. There is a danger of this. That danger would not exist if the agency were kept on tip-toes, not only to serve an account but to keep it—and it would serve most diligently if there was danger that otherwise the account might go elsewhere.

"It should be remembered that

the advertising manager and the agency men have trained their faculties to sense copy from a crude or unfinished layout; but that the men higher up, the officers of the company, perhaps, are not accustomed to visualize unfinished work. So in every tentative layout the agency should submit at least one piece of copy that is entire, finished, complete in all details, for that would help wonderfully in getting a prompt decision on the proposals.

"You can be of great help in sales-conferences. You can give us a different slant. Salesmen should be a specialty of the big man in the agency. You are often too close to this part of our work and many times fail to realize how the salesman runs dry. You must take the salesman into confidence and give him a look-in on the campaign. You can hardly overestimate the value such first-hand knowledge will have. The salesman takes much pleasure in being on the inside. He can go out with a new line of talk to his dealer-friends. 'Oh, yes,' he says, 'our folks are advertising widely—here's what they are doing now. I know all about the campaign!' Immediately he becomes part of the important machinery—feels that he has an interest in it—it becomes more nearly his own intimate affair—a part of his special business."

American Chiclé Advertising

The American Chiclé Company has entered on an advertising campaign running into a large appropriation. The country is divided into zones of which the New England field is the first to be opened, where actual work began May 1st.

Moving pictures are used first. Then follows a newspaper campaign in which big space is used. In New England the advertisements will run in 188 newspapers. Next comes a blanket poster campaign. This advertising is backed by 100 of what the sales manager, George W. Hopkins, calls junior salesmen. These men will call on the retailers, take orders, place local advertising and talk the campaign. The men assembled at the company's offices in New York on Monday of this week for their final instructions on the advertising and selling plans, and they then marched in a body to the Grand Central station—this feature lending a fine dramatic touch to the final send-off.

Preparedness

During and After the War

OUR organization is taking long strides in this direction.

In May we locate in a modern up-to-date building (PRINTING CRAFTS BUILDING, 8th Avenue—33d and 34th Streets) with additional improved equipment; the same staff of expert and efficient department heads and corps of skilled help who work in the interest of all our publishers.

In the meantime, do you know we have the most complete institution for the production of

CATALOGS and PUBLICATIONS

in this great country of the United States?

PRINTING PUBLISHER'S PEACEFUL PRODUCTIONS with modern armament is our definite aim.

Call on your latent energy and "get in line" for the period of prosperity that has already begun.

Now is the *time* and this is the *place* to prepare to deliver the pessimistic foe the knock-out blow.

Let us hear from you on Printing Preparedness.

CHARLES FRANCIS PRESS

30-32 WEST 13TH STREET, NEW YORK

After June 1, 1916, PRINTING CRAFTS BUILDING, 8th Ave., 33d & 34th Sts.

Printers and their Specialties

Advertisers Can Consult with Profit, this List of Printers, When Planning their Next Job

"FIND an expert and forget the details," applies to advertising composition, too.

Day and Night Service

C. E. RUCKSTUHL, INC.

Typographic Service

27 EAST 31ST STREET, NEW YORK

BOOKLETS - C

A
T
A
L
O
G
S

MANY of America's prominent advertisers and advertising agencies like the George Batten Company, J. Walter Thompson Company, Frank Seaman, Inc., Federal Agency and others, requiring High Class Booklet and Catalog Work use the

Charles Francis Press

Printers of PRINTERS' INK

30-32 W. 13th Street, New York

LORILLARD TOBACCO CO.

are known for their attractive display cards.

They are regular customers of ours.

Walcutt Bros. Co.

141 East 25th St., New York City

ADS

Our increasing business necessitates larger quarters.

We moved to 145 West 45th St.

Day and Night Service

HURST & HURST

Typesetters to Advertisers

145 WEST 45th ST. NEW YORK

ARE YOU SURE

your House Organ is the proper size and shape? A very important factor—by no means a minor detail. Maybe its size is militating against its sales influence. We make a specialty of building and printing House Organs, booklets and catalogues.

WALTERS & MAHON, Inc.
64 Church St. New York City

READ PRINTING COMPANY

HIRAM SHEERWOOD, President

Ideal service in Printing—from the design to the binding

106 SEVENTH AVE., N. Y.
Telephone 6396 and 6397 Chelsea

SOME of our best customers are graduates of the "lowest bidder" plan of buying. They found it cheaper to get the careful work of a responsible house.

THE KALKHOFF CO.
216 West 18th Street, New York

Gummed Labels—

Used on your mail and express packages can be more readily addressed on a typewriter when the labels are in perforated rolls.

If you use gummed labels, send us samples of your labels and ask for our label catalog and prices.

McCourt Label Cabinet Co.
54 Bennett St., Bradford, Pa.

Engraving — Designing — Electrotyping

A Handy Buyer's Guide for Advertisers,
Advertising Agents and Publishers

SCIENTIFIC ENGRAVING CO.

406-426 W. 31st St., New York

Telephones Chelsea 2117-2118-2229

Best Equipped Plant in New York

Guarantees you finest plates at
reasonable rates

FINE PLATES

SPEED

Just tell us when you want it,
and forget about it.

We'll get it out or bust:

Let's show you.

Metropolitan Art Craft Co.

2 Duane St. New York

Telephones Beekman 2980-1-2

DAY AND NIGHT SERVICE

CANADIAN

campaigns need rapid electro-
type service.

Our plant, organization and
methods insure that you will
get it if you order your plates
and mats from

RAPID ELECTROTYPE CO.

Of Canada

345 Craig W. Montreal, P. Q.

*A good Picture
is worth a ...
Million Words*

AKTHUR BRISBANE
BEFORE THE ADVERTISING CLUB

THE STERLING ENGRAVING CO.

NEW YORK CITY

Artists - Engravers

200 WILLIAM ST.

TEL. 5800 BEEHMAN

107 1/2 AVE. AND 36 TH ST.

TEL. 5800 BEEHLEY

The draftsmanship of Leyen-
decker, the colors of Parrish
—Beck engraving is so highly
adapted to brilliant reproductions,
that most of them are made
by Beck in magazines, newspapers,
posters and booklets.



THE BECK ENGRAVING CO.
PHILADELPHIA NEW YORK

The
Colorplate Engraving Co.

J.E. Rhodes, Pres.

311 West 43rd St. N.Y.



Quality Color Plates

Advertising Agencies will do well to
consider our service when in need of

Process Color Plates

Being the leading house in Color
Printing, we are eminently qualified
in judging printing plates for
Color Work.

ZEESSE - WILKINSON CO.

424-438 W. 33rd St., New York

Advertising Service

"We wish to say that your service
has been all and more than you said it
would be when you solicited our business
and we naturally feel well satisfied.

Yours very truly,

Feb. 28, 1916 **THE ERICKSON CO.**"

THE GILL

ENGRAVING COMPANY

140 Fifth Ave.

New York

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. Telephone 1346-7-8-9 Murray Hill. President and Secretary, J. I. ROMER. Vice-President and Treasurer, R. W. LAWRENCE. General Manager, J. M. HOPKINS. The address of the company is the address of the officers.

Chicago Office: 1720 Lytton Building, 14 E. Jackson Blvd., J. C. ASPLEY, Manager.

New England Office: 1 Beacon Street, Boston, JULIUS MATHEWS, Manager.

Atlanta Office: Candler Bldg., GEO. M. KOHN, Manager.

St. Louis Office: Third National Bank Building, A. D. MCKINNEY, Manager, Tel. Olive 43.

Issued every Thursday. Subscription price, two dollars a year, five dollars for three years, one dollar for six months. Five cents a copy. Foreign Postage, one dollar per year extra. Canadian Postage, fifty cents.

Advertising rates: Page, \$75; half page, \$37.50; quarter page, \$18.75; one inch, \$5.60.

JOHN IRVING ROMER, Editor.

NEW YORK, MAY 4, 1916

One Reason for the Increase in Newspaper Advertising During the American Newspaper Publishers' Association convention we heard many theories advanced to account for the recent large increase in newspaper advertising. PRINTERS' INK's conclusion is that there have been a number of important factors at work, and probably not the least of them is this:

Newspaper publishers, as a class, are taking a greater interest in the affairs of their advertisers than at any time in the past. This is reflected by the more intelligent solicitation of foreign advertising that is taking place nowadays. No more conspicuous example of this is to be found than in the fundamental, creative work of the Bureau of Advertising conducted by the A. N. P. A. itself. Mr. Thomson and Mr. Moore, who have had this work in hand, have made a serious effort to understand the advertisers' problems and to study underlying market conditions, upon which all adver-

tising campaigns, to be successful, must be founded.

In the old days solicitation of newspaper advertising was a very different matter. The solicitor was prepared to discuss at great length and with considerable heat the comparative circulation claims of his own and competing mediums, and had a certain not too clearly defined latitude in the matter of rates and preferred positions. He could generally be relied upon to claim that for a given sum of money he could deliver a larger quantity of circulation than any competitor, but he seldom made any attempt to show the connection between his medium and the actual sales problems of the advertiser. He did not know what those problems were. He was not equipped to speak the advertiser's language.

Those conditions are passing, and newspaper solicitations are coming more and more to be based upon a knowledge of what advertisers are really thinking about. Very seldom are advertisers deeply concerned over such subjects as formed the basis of the old-style solicitation; a fact which is clearly enough demonstrated by the character of the inquiries which are received by PRINTERS' INK's Research Department.

How to get local dealers to take full advantage of the advertising; how to check up on distribution when the product is handled by jobbers; what is the quickest way to get prestige for a "family of products"; how to make best use of big-city distribution; how to meet private-brand competition without antagonizing the trade; how to handle a number of trademarked articles so as to get the most from each—those are the sort of things which advertisers want to know. They are the sort of things which PRINTERS' INK is covering, from week to week, in specific instances. We believe that the increase in newspaper advertising is in large part due to the fact that publishers are studying those subjects more earnestly and are talking to the advertiser in terms of his problems, rather than their own.

Unfortunate Aspects of the Stevens Bill Campaign If price-maintenance is ever given the standing its advocates hope for, it can only come about through demonstrating its essential soundness and fairness as a matter of public policy. Unless it can be shown that price-maintenance will promote the general welfare of the public as a whole—not merely that of some group of special interests—it is hardly likely that it will ever be established upon a permanent foundation. The present Congress may pass the Stevens Bill, but little will have been gained if a succeeding Congress can repeal it and throw the whole question back into the present chaos. In brief, price-maintenance must be established as an *equitable principle*, or it cannot be said to be established at all.

With those facts in view, it is depressing to note how the present campaign for price-maintenance legislation is coming more and more to wear the earmarks of a factional quarrel. Those who believe in price-maintenance as a safeguard of the manufacturer's good will and a protection of the public's confidence against abuse may well grieve when they see it paraded in newspaper headlines alongside of dishonorable accusations and lawsuits for injury to professional reputation. If all the accusations brought by either side against the other could be proved true, no fair-minded court in the land would accept them as evidence of the merits or demerits of the principle itself. It merely serves to darken the issue when one faction declares that its opponents are only desirous of building up a monopoly, and the other group courteously retorts that those who disagree with its views are a bunch of crooks. That sober and enlightened opinion which holds principles of justice so high that legislatures cannot change them is not to be gained by such maneuvers.

It will profit the business community little, indeed, to pass the Stevens Bill by appealing to class prejudice and personal animosi-

ties. Such a course serves only to stir up the bitterness of the opposition, and makes it more certain that they will unite to overthrow the law at the first opportunity. If a campaign of recrimination can get a law passed, a similar campaign may get it repealed. Meanwhile business men may rest in uncertainty as to what the future is to bring forth. The legality of their dealer-contracts may depend upon some Congressman's notion concerning the relative morality of manufacturers and department stores.

If it is not too late, we should like to see the thoughtful men in the Fair Trade League and the National Trade Association put aside personalities and join issue strictly upon the merits of the question. Charges and countercharges, lawsuits and complaints to the Trade Commission only serve to intensify the bitterness of the controversy and to prolong the struggle. Is the producer rightfully entitled to all of the good will which he has built up by his own efforts, or is he not? That is the question which requires an answer, and it is not answered by calling our opponents rogues, thieves and bandits—even if we could prove it.

One Product of the Quest for Profit on Staples The man who complained recently that there is nothing but expense connected with the jobbing of white lead says "it has no parallel." But he is wrong about that. Similar conditions exist in the distribution of nearly all staples that run into tonnage—especially unidentified products and such as reach the consumer without identifying marks. Thus sugar, nails, etc.

This is a vast question, to which even the most modern adaptation of the science of accounting has not yet furnished a satisfying solution. As a side light we may consider the statement recently made by a wholesale grocer that, whereas on an average expense account of 6½ per cent, sugar, with little margin above cash discount, stood him a distinct loss,

he could go into the exclusive handling of sugar and make money on a gross margin of 2 per cent; this due to heavy tonnage and simplicity of handling, billing and accounting.

Perhaps the immediately most interesting, possibly also ultimately most valuable, effect of the struggle for margin is the development of suitable substitutes and the elevation of by-products into items of major importance. Zinc paint is worked up into a combination better, more profitable and cheaper than straight lead. Corn oil is perfected and substituted for olive oil and lard. Corn sugar takes the place of cane sugar in breadmaking and many other industries at less cost and with added efficiency.

So the whetting of invention on the hone of hardest money-seeking selfishness accelerates enterprise and the discovery of new things which otherwise might remain unknown for generations.

Half-Hearted Advertising and Trade-mark Protection

The Grand Rapids Furniture Manufacturers' Association, as noted in last week's PRINTERS' INK, is proceeding against a group of retailers in Cleveland in the endeavor to prevent the use of the Grand Rapids label on furniture which was made elsewhere. We understand that this is only the first of a number of similar suits which are contemplated, since the reputation of Grand Rapids is being traded upon unfairly in many different localities.

The efforts of the association on the side of honorable dealing are highly commendable, and we hope that they will prove successful. It is a fact not without its significance for other manufacturers, however, that the Grand Rapids association has greatly increased the difficulties of its position by its own acts in the past. Time was when the Grand Rapids manufacturers seemed bent upon creating a national reputation for Grand Rapids furniture. Not so many years ago the association

started a vigorous campaign of national advertising for the genuine Grand Rapids trade-mark with which each article of furniture was to be stamped. Certain prominent dealers objected to handling the goods under the trade-mark, and the association's advertising convictions were too weak-kneed to stand up against this manifestation of opposition. Some manufacturers immediately began to leave the trade-mark off from a large part of their product, and others were gradually forced to follow suit until the campaign naturally fell to pieces.

The net result, of course, was to increase the public demand for Grand Rapids furniture to a greater or less extent, and then practically to abandon the only genuine mark by which Grand Rapids furniture could be identified. The adoption of spurious marks by unscrupulous traders followed quite naturally. The demand was there, and the rightful owners were making no effort to satisfy it. A more cordial invitation to the good-will pirate could hardly have been extended.

Unquestionably the Grand Rapids manufacturers would be in a better position to-day if they had kept up their national campaign and had stuck to their guns. Probably they would be better off if the abortive campaign had never been started at all. A half-hearted national campaign is sometimes far worse than none at all, and the concern or the association which adopts a trade-mark ought to be far-sighted enough to establish it thoroughly and to protect its integrity. To that end persistent advertising is necessary. Half-measures will not do it.

"Rudder," New York Trade-paper, Is Sold

Arthur F. Aldridge, Andrew Paterson and James R. Thomson have purchased *Rudder*, a New York monthly publication devoted to yachting and power boating. Mr. Aldridge, who has been on the staff of the *New York Sun* for eighteen years, will be editor and president of the publishing company, Mr. Paterson will act as business manager and vice-president and Mr. Thomson as secretary and treasurer.

How a Publication Gained 100 Big Advertisers

PRINTERS' INK publishes many articles on successful advertising campaigns. The following account of another such campaign was suggested by a publisher who has utilized the advertising columns of PRINTERS' INK with conspicuous success.

HERE is the story of an advertising campaign that in 19 months gained for a publisher more than 100 new and profitable accounts. Since this campaign started, business to date has shown an average monthly gain of 52 per cent. over the corresponding period for the previous year.

In December of 1913 a young man assumed the advertising directorship of a monthly magazine in the United States. This young man was Frank W. Nye, son of the author of "Baled Hay." The magazine was "Today's."

Business
Shows
Average
Gain of
52%

LIKE any other sales manager, he had a product to sell; advertising space. Naturally, how to increase his sales was his first and biggest problem. And the apparent competition was tremendous.

He studied his product—the reason-for-being of the advertising commodity he was to handle. He found a woman's magazine, circulating among and appealing to women in towns with a population of 5,000 or less. Two-thirds of this magazine's circulation lay in such towns. Editorially, he found his magazine was constructed to appeal to these women in a way to develop and cultivate tastes which national advertisers might find a constructive adjunct to their sales work.

Many Logical Clients Absent from Its Columns

ON studying the lists of such concerns, however, he discovered many logical "Today's" advertisers who were not availing themselves of this opportunity to state their case. While his staff of solicitors was all that could be desired, many advertisers were not quite certain why his magazine should fit their special proposition any more than a number of apparently equally desirable mediums.

He decided that, to get a more complete national distribution for his own stock of information, he must apply his own remedy and advertise his magazine still more extensively.

PARTLY for these reasons, and partly on the theory that he who would lead must show the way, he started an advertising campaign in greatly increased space to get these absent advertisers into his columns.

*Personal
Solicitation
Not
Enough*

And he naturally made up his schedule from mediums which editorially could claim the strongest hold on his market, reaching a maximum percentage of those most interested—and those most worth interesting. Of these mediums, PRINTERS' INK has been the one used most consistently; practically week in, week out. His space thenceforth in this medium has averaged from 40 to 50 pages a year, thus making a continuous, newsy appeal to the field. One or another medium was used for various reasons at various times, but without the consecutive and steady trend that has been the case with PRINTERS' INK.

FROM the start this campaign began to make itself felt. Then, in August 1914, the advertising showed the first gain over the corresponding month of the preceding year—and with one exception this monthly record has continued ever since.

PRINTERS' INK

Helped Show Gains from the Start

THIS, mind you, just when the European conflict had struck world business with a temporary paralysis that seemed automatically to yank tight the advertisers' purse strings. In the attendant confusion it might have been natural for Mr. Nye to cut down his appropriation. But he chose then to practise what so many preach but do not consummate. He kept on advertising for business at that time when business promises to be worst. His success is a sufficient Q.E.D. to this almost self-evident proposition.

*Kept
Adver-
tising
When
Things
Looked
Worst*

August 1914 showed a 2 per cent. gain; September, 73 per cent.; October, 88 per cent. And so it went, the percentage rising or falling, but always showing a gain.

FOR these results Mr. Nye does not hesitate to give full credit to PRINTERS' INK.

"I should say that PRINTERS' INK is the biggest single point of contact with the advertising-buying public," he says. "You might have the best magazine in the world, but if you keep it secret, what good will it do you? For the results we have obtained PRINTERS' INK should be given the biggest single credit for helping us show our clients what we have to offer them."

IN the year 1914, twenty-four of the best known products and concerns in the country took space in "Today's" for the first time. In 1915, sixty-six new recruits were added to the roster. While 1916 is yet young, already thirty-seven more have rallied to its columns.

*PRINTERS'
INK
Biggest
Point of
Contact
With
Advertiser*

Prominent advertisers frequently quote reasons set forth in the magazine's ads to explain why they took on "Today's." That these particular ads appeared *only in* PRINTERS' INK is significant.

Powerful Aid to Personal Solicitation

RECENTLY an agent took space in "Today's" for three clients who had hitherto never used this medium. When asked why he had been sold so suddenly on "Today's," he replied that he liked the dealer work they are doing, and that he had been kept posted on this and other points of their proposition through their advertising.

"When we made up our lists, you didn't have to come down and ask us for our business. We knew we wanted you."

PRINTERS' INK

*Doesn't
go into
the
Waste
Basket*

THE advertising has also resulted in a change in the magazine's follow-up methods. All mail matter is now of an informative, reference character, such as loose leaf sheets of facts. This is because, in Mr. Nye's opinion, their advertising now serves to gain more appreciative attention to their mail matter. As Mr. Nye says:

"PRINTERS' INK doesn't go into the waste basket."

Incidentally, but in view of these results, quite as significant to the advertiser with a message to advertisers, "Today's" has contracted with PRINTERS' INK to use 52 pages during the present year.

PRINTERS' INK PUBLISHING COMPANY
185 Madison Ave., cor. Thirty-fourth St., New York

CHICAGO

J. C. Aspley, 14 E. Jackson Blvd.

ST. LOUIS

A. D. McKinney, Third Nat'l Bank Bldg.

BOSTON

Julius Mathews, 1 Beacon St.

LONDON

G. W. Kettle, 16 Regent St., S. W.

ATLANTA

Geo. M. Kohn, Candler Bldg.

TORONTO

J. C. Kirkwood, 572 Huron St.

Putting New Vigor Into an Over-worked Word

The "Tonic" in This Case Is an Invitation to the Consumer to "Write His Own Guarantee"—Fair Offer Met Fairly by Public—No Unusual Amount of Replacements Asked For

NOT long ago a writer in PRINTERS' INK gave a list of "tired words," and among them was the word "guaranteed." There are a number of reasons why it belongs in that category, though it still is a good word. Pretty nearly everything has been "guaranteed," from smoking tobacco to motor trucks. Oftentimes the most fraudulent propositions are the very ones which flaunt the most elaborate certificates which guarantee nothing except that when the promoter has secured your money he may be guaranteed to hang onto it. Those are not the instances in which the greatest harm has been done, however. The careless and irresponsible use of the word by reputable advertisers who mean only that they "guarantee" their own faith in their claims is responsible for most of the mischief. The advertiser of smoking tobacco can guarantee that it won't bite your tongue, knowing full well that if it *does* bite (as it may, for tongues differ) he will never hear about it, for it is too small a matter to make much fuss over. But the customer with the tender tongue loses a part of his faith in all guarantees. He reads the carefully worded guarantee of an automobile, for example, and wonders where the "catch" is. The word "guarantee" simply doesn't mean all that it did so far as he is concerned.

Multiply that incident by several million, and there is no need to seek further for the reason why the word belongs in the "tired" list. Yet, as stated above, it is a good word—an indispensable word oftentimes. When the length of service of a product, for example, is indefinable in exact terms, it is hard to give proper

The VOGUE in Paper and Illustration



Line
Etchings and
Ticonderoga Eggshell Paper

"The Vogue in Paper and Illustration"

THIS booklet will be of unusual interest to every buyer of printing.

It shows how you can get away from the stereotyped, "ready made" style of illustration which characterizes many booklets and catalogs—how you can make your Direct-by-Mail Advertising more effective at no increase over your present production costs.

It also demonstrates the unusual printing qualities of Ticonderoga Eggshell Book paper.

Write today for your copy.



TICONDEROGA
PULP & PAPER CO.

Members of the
Paper Makers' Advertising Club

200 FIFTH AVENUE, NEW YORK CITY

Does Fifteen Years Advertising Experience Interest You?—

three years on a newspaper, several years in charge of Publicity for large Manufacturer,

seven years with own recognised Advertising Agency,

have successfully handled selling Campaigns for most every kind of product,

particularly keen in analyzing selling problems and supplying Merchandising ideas,

Wish to connect with a reputable Advertising Agency or as Advertising Manager for a growing Manufacturer where there is an opportunity to make good.

Can sell goods and equally well advertising, just as I am willing to sell myself to you.

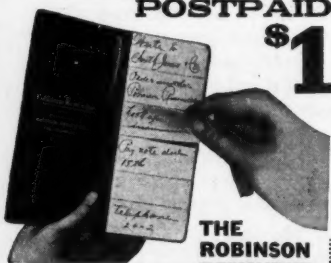
Can furnish best references but must insist upon personal interview.

I am looking for the right connection and if you are seeking a man along the lines above outlined who has lived 36 years pretty decently address

"C," Box 463
Care of Printers' Ink

POSTPAID

\$1



THE
ROBINSON
REMINDER

"Tear Out When Attended To"

A valuable idea lost in a book filled with dead memoranda, or an important engagement missed, may cost you more than several dozen Robinson Reminders. There are six coupons to a page. Put each note on a separate coupon—tear them out when they cease to be of value. Handsome leather case with pocket for special papers. Just the thing for advertisers.

Reminder complete with extra pad 3 1/2 in. x 7 in., post-paid, \$1.00. New fillers 90 cents per dozen. Vest Pocket size, 5 in. x 5 in., complete, with six extra pads, \$1.00. Same in gold 25 cents extra. If your stationer cannot supply you, send direct to us. ORDER NOW.

THE ROBINSON MANUFACTURING COMPANY
Department F Westfield, Mass.

emphasis to it without saying, in one form or another, "satisfaction, or your money back." Concerns which sell goods without giving the customer the opportunity of examination before purchasing, as the mail-order houses do, must rely to a considerable extent upon guarantees. Products which are technical or semi-technical in their operation yet are sold to non-technical users, must be backed by some sort of a warranty that the customer will get

hampion
Dependable Spark Plugs

Write Your Own Guarantee

THE Champion Guarantee is "Absolute satisfaction to the user. Free repair, replacement or your money back."

If in your opinion that way of putting it does not afford you every possible protection in buying Champion Spark Plugs, write your own guarantee and forward it for our signature.

"Absolute satisfaction to the user" makes you the judge of our product, and if you are not absolutely satisfied, you have your choice of three remedies, "Free Repair," "Replacement" or "Money Back."

And always you are the counsel, judge and jury, all in one, and there is no appeal from your verdict.

But such is the dependability of Champion Spark Plugs and such is the thoroughness of our inspections, that our guarantee is scarcely ever brought to mind, except as we see it printed on the cartons in which we pack our product.

Champion Spark Plug Co.
107 Riverside Ave. Toledo, Ohio

THE AD FEATURING THE GUARANTEE

what he expects. "Tired" or not, the advertising world is not ready to get along without guarantees, and a good deal of ingenuity is being exercised, first and last, to put back into the overworked word a little of the vigor it formerly possessed.

A recent example of that sort is found in the accompanying reproduction of a national consumer advertisement of the Champion Spark Plug Company, Toledo. According to H. L. Corey, advertising manager of the company, the guarantee phrase "Complete satisfaction to the user, or free replacement, repair or your money back" has been appearing

in all of the company's advertising, as well as upon every carton containing the product.

"We found, however," Mr. Corey writes to PRINTERS' INK, "that the word 'guarantee' had lost considerable of its meaning, owing to the fact that it was greatly abused, not only by other manufacturers of spark plugs, but of other things as well, so we decided to bring out this advertisement, entirely upon our guarantee, to show the reader exactly where we stand. We wanted to show that our guarantee was so broad, that he was really the judge, jury, and counsel—that if the guarantee as we stated it, did not give him enough protection that we would gladly have him write his own guarantee, and if Champion Plugs went bad on him, to send them back, and we would take care of him in the way his own guarantee read. We have always felt that ninety-nine people out of a hundred are honest in their dealings, and our experience has demonstrated the truth of that statement to us.

"You might think that we would be troubled by having people send back plugs for repair and replacement—such is not the case, however. The results we were able to trace to this advertisement were letters of inquiry regarding the sale of our plugs. Fully 90 per cent are inquiries as to prices and for information as to where the goods can be bought."

Starter for Ford Cars to Be Advertised

The Mantle Lamp Company, of America, Chicago, has taken over the marketing rights of the Sanbo Starter for Ford cars. These starters were formerly sold by the Sanbo Starter Company, of Rock Island, Ill. The business will be conducted under the name of the Auto Starter Company, and the method of selling will be similar to those followed by the Mantle Lamp Company in its sale of Aladdin Lamps; a combination mail-order and agent business. Metropolitan newspapers and farm papers will be used in the advertising campaign.

A. R. Kneibler has been appointed sales manager of the Baker-Vawter Company, Benton Harbor, Mich. He has been associated with the company for many years, as salesman and district manager.

J. F. BEALE, Jr.

Open for Engagement

❑ Desires to connect with a big manufacturer who seeks increased retail distribution and outlet; Advertising Agency or Newspaper; or Department Store, Specialty Shop or Chain of Stores doing not less than \$2,000,000 annually. New York preferred. Other cities considered.

❑ Formerly Advertising Manager for R. H. Macy & Co., and Saks & Co., New York, and with Strawbridge & Clothier, Phila.

❑ Eighteen years of exceptionally successful experience, punctuated by several brilliant achievements in selling, merchandising and advertising.

❑ For a time special counsel to the W. T. Grant Co. chain of 25c Department Stores and J. H. Patterson, President National Cash Register Co.

❑ Regular contributor of leading special articles to "Printers' Ink," "Women's Wear," "Dry Goods Economist," "New York Herald." Address

**351 WEST 114th STREET
NEW YORK CITY**

Wanted—Print Director

A NEW YORK Agency wants a high grade executive for its Printing Department—a thoroughly seasoned Agency man preferred—one with originality and abundant initiative, who highly values the importance of service and can develop this department by bringing a wide knowledge of art, plates, types, layouts and set up. The bigger the man the better his opportunity. No application will be considered unless it fully states the writer's qualifications, and is accompanied by at least several specimens of work done. All information submitted will be received in strict confidence. "P.D.," Box 465, P. I.

The Little Schoolmaster's Classroom

FAR be it from the Schoolmaster to pose as an expert on office systems, though he has come into contact with several different varieties of them in the course of his business experience. He knows of successful concerns which still adhere to the old-fashioned method of copying letters with a wet rag and a book of tissues which is generally a month ahead of the index and whose incoming letters are bundled away in box-files when the office-boy has an unoccupied hour on his hands. He also knows of concerns with the most bewildering array of cabinets and portfolios and tabs and signals and alphabetical-geographical-numerical sub-titles, which are never more than half a lap ahead of a receivership. A close friend of the Schoolmaster's is an auctioneer who quite frequently officiates along toward the close of bankruptcy proceedings, and it is astonishing to note how often he is authorized to dispose of the most elaborate sets of efficiency paraphernalia. The possession of the tools of a trade does not necessarily include the ability to use them.

* * *

So when the Schoolmaster is asked to review a book on "Indexing and Filing" he prefaces his remarks with the above disclaimer. He isn't an expert on the subject. He refuses to stand in awe before any system which purports to supply a tabloid history of the universe on a handful of three-by-five cards, and at the same time he believes that most of the systems in actual operation could be improved under the guidance of a real expert. He personally has at times been obliged to make out so many records which were never referred to that it interfered with serious work he was hired to do, and, on the other hand, he has seen important duties get buried under a heap of trivialities because there was no adequate system for keeping

track of them. Too much system may be quite as wasteful as too little, and the saving grace of the whole matter is the knowledge of just exactly *what* needs to be done, and whether or not the means suggested will accomplish it.

* * *

The man who is equipped with that knowledge will probably find the book referred to helpful. "Indexing and Filing" is the real title of it, the author is E. R. Hudders, and the publisher is the Ronald Press, New York. But the Schoolmaster would specifically warn off the man who likes to monkey with systems for the sake of seeming to be terribly busy and tremendously efficient. It is not a book to put into the hands of the youngster with the desire to experiment. An amateur enthusiast, with the help of this compendium, could succeed in losing the records of a concern about as effectually as if they were buried with Pompeii. And, on the other hand, the man who thoroughly understands *why* he makes records in the first place and, in the second place, can distinguish between those which need to be instantly accessible and those which are likely never to be referred to, will find the book full of very practical information. There may be some systems of indexing and filing known to man which are not represented in the collection, but the Schoolmaster is rather inclined to doubt it. The information seems to be all there, and, of course, it is not reasonable to ask the author to supply readers with the knowledge of how to make use of it.

* * *

The editor of *Collier's* was recently requested to reprint the following editorial, which originally appeared at the time the Athletics last won the World's Series, and the Schoolmaster is asked to do likewise and to point out its particular application to the handling of salesmen. He is glad to print

It Can't Hurt You

It can't hurt you to know about GOOD HEALTH. And—you just have to admit to yourself, if you don't to me, that you have a suspicion you may be missing something good by not knowing. Why then remain in ignorance? Why stay on the outside, without even lookin' in? Why not get the dope? As the headline says, "It won't hurt you." No time like the present, and all the rest of that stuff. You know.

J. Dwight Brewer
Advertising Manager

GOOD HEALTH

1805 W. Main St.
Battle Creek
Mich.



Conduct Your Local "Hurrah" Sales
with a
Deagan Electric Unafon
in Banner Bearing Automobile

A TEN-PIECE BRASS BAND
in a 31 inch Space

Write for catalog "F"

J. C. DEAGAN 1759 Bertrian Ave.
Chicago - Illinois

SOFT LOUD



\$5.00

SHOES for MEN

SHOEMAKING—according to Ralston standards
and *practice*—means a scientific combination of
style, fit and wear. Why run the risk of getting less
when the name Ralston guarantees you *all three*.
It's your protection.

RALSTON HEALTH SHOEMAKERS
Brockton (Campello), Mass.

To Dealers: This shoe is IN STOCK (No. 257)
black viol oxford. Broadstreet Last.

Retails in 2675 good shops mostly at \$5, some styles
at \$4, some at \$6. We'll be glad to send booklet.

*Your kind
of a Shoe*



TYPOGRAPHY

I ORIGINATE individual and distinctive styles of type-dress for magazines, house-organs, advertisements, booklets and other printed salesmen. Shall I send you an exhibit of my work?

LESTER DOUGLAS

25 WEST 45TH STREET NEW YORK
PHONE BRYANT 9020

Practical Psychologist Stylist in Selling and Writer Extraordinary

seeks new alliance on account of break with Germany, sole source of raw materials.

Now Advertising and Sales Manager in full charge of one of America's most successful National Advertising Campaigns.

Half a hundred foremost Advertising men will vouch for his ability as creative copy writer and originator of effective selling ideas.

Who has an opening for this Nationally known Salesman-in-print who has an impressive record and a recognized genius for penning interest-compelling messages that give the public the impulse to buy?

Address "Try Me," Box 461, care of Printers' Ink.

**See Pages 94
and 95
for two important
announcements!**

**50,000
Retail
Merchants**

Are Paid Subscribers Of The
MERCHANTS' TRADE JOURNAL
— At \$30 Per Year —

New York, Chicago, Boston,
Des Moines.

it, but as for pointing out the moral, there is no necessity for that. Readers of PRINTERS' INK are quite capable of doing that for themselves. Here it is:

"LEADING VS. DRIVING

"In the reports of the 'World's Series' were recorded two incidents that go to the very heart of human relations. One is McGraw lavishing sarcasm on Marquard when he had foolishly pitched the wrong sort of curve to Baker. The other is Mack, sitting between innings by his boy pitcher, Bush, and putting into him the heart and confidence that enabled the kid to hold the Giants helpless. The contrast is absolute. Criticism in the wrong sense of the word, sarcasm and all other forms of abuse, may stir and rouse a man so that he will fight like a cornered rat—i. e., desperately. Method, discipline, authority, are all fine things and will accomplish much in the long run, but in the now-or-never time it is fatal to force a man's soul against itself. You must lead a man up and out of his own limitations to the heights of victory; you cannot curse him to that miracle. Heroism overthrows desperation. The supreme achievement is to inspire a man so that he will surpass his best when more than his best is needed. Homer knew the secret of it; so did Garibaldi; so did Mike Murphy."

* * *

As an example of candor, the Schoolmaster commends the following advertisement to all and sundry who solicit funds for charitable and philanthropic purposes. It is clipped from the *Boston News Bureau*, and the original occupied a space of seven inches over four columns:

"FOR THE FRENCH WOUNDED AND ORPHANS

"To the fathers, mothers and children who love France and the French:

"Our parents are permitting us to hold a fair at our home, 253 Newbury street, Boston, on Saturday next, from 2 to 6 p. m., for the benefit of the French orphans and wounded.

"We shall have fancy articles, toys, grabs, flowers, candy, refreshments, ice-cream and cake, and Mother will help us serve tea from four to six.

"Everything contributed to this fair and everything purchased will go to help the French orphans and the French wounded.

"Our house is not large, but we invite all the boys and girls and all the grown-up boys and girls to come; and those who have not time to come may contribute as they wish.

"JESSIE BANCROFT,

"HUGH BANCROFT, JR.

"P. S.—Grandpa pays for this advertisement and there are no expenses to be deducted from the receipts."

Would that all those who conduct benevolent enterprises (whether to relieve the condition of the poor, or to increase patriotism, or to reduce letter-postage, or what not) would follow the example here set forth and enlighten us as to who pays for the advertising and what are the expenses to be deducted from receipts!

* * *

Every now and then some one rises to remark how exceedingly difficult it is to get any response from architects on direct advertising or to special inquiries as to what these gentlemen read or care to receive for their files. It is explained that architects are so everlastingly esthetic, ethical or high-collared that they are averse to making any response to such advertising efforts. And yet the Schoolmaster knows of a recent instance where some 3,300 architects were covered with an attractive folder containing some information likely to be very useful in drawing plans, which exhibit contained a post-card—not a postal card—that the architect was invited to use if other folders along the same line were wanted. To date the advertiser has received close to 600 responses and the cards are still coming in. There was nothing very clever about this solicitation, either; the information that the

Bakers Review

A Big Paper in a Big Field—

Covers the Trade THOROUGHLY.

Rates for advertising per thousand circulation are lower than any other Bakers' Journal

Full particulars and sample copy on request.

Member A. B. C.

Flour, Hay, Grain & Feed

All the News for All the Trade

Reaches the car load dealers and millers—and a strong factor in trade betterment.

Sample and information yours for the asking

Woolworth Bldg., New York, N. Y.

To Manufacturers and Advertisers

If you want to get in touch with the desirable people of the South, and get the business of the South—*The Southern Woman's Magazine* is the medium to use.

Let us prove it to you.

Southern Woman's Magazine

R. L. BURCH, *Publisher*

Members of Audit Bureau of Circulations

NASHVILLE, TENN.

Eastern Office: Flatiron Bldg., New York, N. Y.; Leo & Williamson, Managers, Telephone, Gramercy 976

Western Office: 1328 Peoples Gas Bldg., Chicago, Ill.; Cole & Freer, Managers; Telephone, Harrison 2785

PAUL BROWN

COMMERCIAL ARTIST
456 FOURTH AVENUE
Room 904
NEW YORK CITY
Telephone:
Madison Square 7732



Lincoln Freie Presse

GERMAN WEEKLY

LINCOLN, NEB.

Prints nothing but original matter, and brings an abundance of articles and items of special interest to German-Americans, which accounts for the immense popularity of the paper in the German settlements everywhere.

"66 National Monthlies and Weeklies use S & M Insured Delivery Service to N. Y. C. Agencies"

[SAFER, QUICKER, BETTER, and CHEAPER]

Some Users—
Hearst's
McClure's
Metropolitan
Vogue—Munsays
Popular—Harper's
Send for particulars;



**SCHWORM-
MANDEL**
of New York

450 4th Avenue, N.Y.C.
Madison Sq. 7206

Successful Publishers' Advertising Representative

wants to add one good general publication to his list in the Western territory. Many years of experience in daily and monthly field. **W. E. HERMAN, 30 North Dearborn Street, Chicago, Ill.**

SOUGHT— An Agency Solicitor

A young, sound, aggressive advertising agency, New York City, seeks the services of a solicitor—one who can influence business. If you have a striking personality, alive, young, and eager to connect with an agency that will not limit your field, willing to work on a substantial commission basis until you prove you are entitled to a salary, and where proven ability may earn for you an interest in the organization, then answer giving complete information. All correspondence treated confidential. "A. F." Box 464, care Printers' Ink.

folder conveyed to the architects was just practical and valuable enough to make the systematic architect feel that such material was well worth a place in his files.

* * *

Suppose you were asked to describe in a three-word phrase this thought: a dog which won't run away with the first person who smiles at him.

Such a slogan has been developed quite satisfactorily, the Schoolmaster thinks, by the Vibert Airedale Kennels. Their solution is: "The One-Man Dog." The phrase is used in all of their advertisements. What a wealth of dog-sentiment it suggests! It is only another instance to show how a really powerful argument can be compressed into very small limits when due care is taken.

Hints on the Conduct of Canadian Business

The Dominion Sheet Metal Company, Ltd., of Hamilton, Can., called attention in a recent letter to the *Iron Age* to some features which American concerns often overlook in doing business in Canada. Among the suggestions which it made were these:

When sending postcard or envelope for reply, don't use United States stamps.

Don't forget that there is one cent additional postage required on every card or letter mailed in Canada.

Don't send or expect to receive day letters by telegraph; these are confined to the United States.

Don't overlook, in making shipments into Canada, the fact that an export manifest is required by United States Customs. This invoice must show market price for home consumption at the time and place of shipment, as well as the price governing sale to the customer in Canada.

Don't do any advertising in Canadian publications having any special significance in connection with Decoration Day, Fourth of July or Thanksgiving Day.

Don't overlook the fact that the average Canadian business man is as well posted regarding United States geography, history and news as those living in the United States, while the reverse is far from true.

Duncan With Gimbels'

John P. Duncan, who has been associated with department-store advertising for a number of years, has joined the staff of Gimbel Brothers, New York, and been placed in charge of the advertising of the Subway stores.

U. of P. Men Form Advertising Association

Dr. H. W. Hess, of the Wharton School of the University of Pennsylvania, has appointed a committee of graduates who are now engaged in advertising work to organize the advertising men of the university during the forthcoming A. A. C. W. convention. Those on the committee are H. A. Lieber, Sherman & Bryan, Inc., New York, chairman; Oscar E. Foerster, Boston; Frank W. Bowman, South Minneapolis; Karl W. Corby, Washington; Thomas I. Rankin, Philadelphia, and James Montgomery, Philadelphia.

It is planned to have a meeting of U. of P. advertising men during convention week, and a noonday luncheon. These men will also march in the night procession near the university's floats.

All University of Pennsylvania men engaged in advertising may communicate with H. A. Lieber, 79 Fifth avenue, New York City, or with Dr. H. W. Hess, at the university.

A. B. C. Will Meet in Chicago

The annual meeting of the Audit Bureau of Circulations will be held in Hotel La Salle, Chicago, June 2. Besides the general sessions, there will be meetings and luncheons of the various divisions.

Among the changes in the by-laws to be submitted to the members are the following: A reduction in the dues of some magazines and periodicals, including trade, technical and farm papers, newspapers with Sunday issues, weekly or semi-weekly newspapers not published in connection with the daily; a change in dues so they shall start with the quarter following the period for which the initial audit is made; and a proposed amendment giving associate members a vote.

C. E. Barker Opens Office

Charles E. Barker, whose resignation as vice-president and general manager of the United Profit Sharing Corporation was recently announced, has opened a business-promotion office in New York.



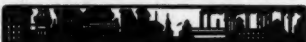
20c in Gross Lots
Sample sent
Postpaid - 29c

S. BLAKE WILSDEN
Premium Specialties
Hoyworth Bldg. CHICAGO

PRINTERS' INK'S 3-FOOT SHELF

4 years' copies of PRINTERS' INK can be kept in a 36-inch space.

Keep your copies of PRINTERS' INK for reference after you have read them, and you won't begrudge the space you have given them.



Big National Advertisers
Use Columbia Lantern Slides

Because they get results
Because they are trade builders
Because they are perfect in workmanship

COLUMBIA SLIDE CO., 25 SOUTH STATE AVE. CHICAGO

IS COLLECTION SUCCESS RESULTS?

There are a number of nationally prominent clients who not only place their accounts in our hands for collection because they want the money, but who at the same time know they can fully depend upon us to keep the good-will of their delinquents. On the other hand, a great many others do not care what process is pursued but insist on their check in full at once. We satisfy both classes. If you are a good concern desiring a good collection service, let's get together. Executives and credit men by writing on business stationery will be mailed "Ten Commandments for Credit Men" and "A Few Questions to Answer Before Extending Credit." NO OBLIGATION. BONDING. Offices of Benjamin A. Javitz. Collection Experts Everywhere. 15th floor, 220 Broadway, New York City.

"GIBBONS Knows CANADA"

Classified Advertisements

ADVERTISING MEDIA

See Pages 94
and 95
**for two important
announcements**

BOOKLETS

Send 10c (stamps) for case of samples (and prices) of envelope size booklets that look good but cost little because manufacturing methods have been standardized. The Dando Company (Manufacturers), 42 So. 3rd St., Phila., Pa.

BUSINESS OPPORTUNITIES

We analyze everything. Reliable formulas furnished by experts. E. Laboratories, 687 Madison Ave., New York.

MONTHLY CLASS MAGAZINE for sale. Splendid national field. Subscription list and news-stand. Many advertising contracts signed. Low overhead. Established 2½ years. Box 808, c/o P. I.

OPPORTUNITY

For an experienced advertising man who wants to get into the advertising service business in an Ohio city of 60 thousand. No local competition. Splendid field in which to build up a nice business that has already been started. No capital required. Address Box 815, care of Printers' Ink, at once for full particulars.

HELP WANTED

WANTED—Salesmen in cities of 25,000 and over to handle line of direct advertising and service for established and successful concern. Straight commission. Our men are making from \$3,000 to \$5,000 a year. Address A. E. Stevens, Sales Mgr., 638 Federal Street, Chicago.

An Advertising Agency in one of the large cities of the Middle West needs a writer. A young man with selling and advertising experience preferred. This is an unusual opportunity for the right man. Write Box 804, care Printers' Ink, giving details of experience and enclosing specimens of your work.

We have a big opportunity for a bright, energetic advertising man. Large city in the Middle West. Must be able to write good copy for a large men's store. If you have real ability one of the best opportunities in the Middle West is open to you. Prefer a young man who is looking for a chance to learn merchandising. Box 808, Printers' Ink.

Advertising writer or solicitor, with some capital, wanted to join two well-known men of long experience in opening an advertising agency in New York. Box 818, Printers' Ink.

WANTED—Experienced salesman of high-grade lithography and color printing with the advertising instinct, who wants to connect with a progressive, fast-growing concern. State experience, age and salary expected. Box 814, care of Printers' Ink.

ADVERTISING SOLICITOR WANTED

Salary and drawing account. Man carrying responsibilities or married preferred. Give full details of previous experience in letter, which will be treated strictly confidential. Address Manager Box 813 Printers' Ink.

Salesman: Splendid opportunity for advertising salesman. A new and original service that is making good for nearly 400 national and local advertisers. One salesman 23 years old without advertising experience has earned more than \$100 a week since he started six months ago. We will furnish leads and every possible help to the right man. This is commission basis. Send complete qualifications. Box 800, c/o P. I.

ADVERTISING MANAGER

For manufacturer in Western New York doing national advertising. He must not only be able to write forceful, result-bringing copy, but a well-grounded executive who can produce results with a capable organization. Salary sufficient to interest the right man wherever he may be working now will be paid. Send specific details regarding experience, references, salary earned and desired, to "National," Box 807, c/o PRINTERS' INK.

WANTED A Copy Writer

By an established advertising agency situated in the Middle West. The man we seek is one who has had experience, and who possesses better than ordinary ability as a writer of forceful and concise English; he must be sufficiently grounded in the requirements of agency service to enable him to undertake important work on a variety of subjects, and should have a general knowledge of the principles of merchandising. Submit samples of work with letter of application, stating age, experience, salary expected and references. Box 806, PRINTERS' INK.

MEETINGS

Notice is hereby given that the annual meeting of the stockholders of the Ripans Chemical Company, for the election of Directors and Inspectors of Election for the ensuing year and for the transaction of such other business as may properly come before the meeting, will be held in the office of the Ripans Chemical Company, 10 Spruce St., Borough of Manhattan, City of New York, on Monday, May 8, 1916, at 12 o'clock noon. Chas. H. Thayer, Pres.

POSITIONS WANTED

Boston "Special" wants representation of general or class media. Box 758, P. I.

Are you properly represented in the Philadelphia territory? An experienced advertising man would like to prove you're not. Box 802, care Printers' Ink.

New York representative, six years' experience in local field. Advertising and editorial. Salary or commission. Now employed. Box 810, care Printers' Ink.

Young married man, age 27, experienced solicitor, desires to connect with magazine or trade journal as advertising manager or assistant. Best references. Moderate salary. Competent, Box 801, care Printers' Ink.

Creative Copy Writer

Young man (25). Business and university training in advertising. Knows advertising art work thoroughly. To the point with "human interest." Nominal salary to start. Box 811, care Printers' Ink.

Advertising man, now engaged, searching for position, preferably as advertising manager for manufacturer of stable and dignified product; fourteen years' broad New York advertising agency experience preparing plans, copy, investigations, and dealer work successfully used by mfrs. of nationally known women's wear, machinery and other technical products, jewelry, etc. Box 812, c/o P. I.

Sales and Advertising Manager

At present holding responsible position as such in Middle West.

Seeks larger opportunities.

Thorough experience as sales and advertising executive. Mail order field.

Exceptional correspondent. Writer of resultful "copy."

Competent to take charge of a going department or organize a new one.

Age 33.

Would locate anywhere.

References of the first class.

Box 784, care Printers' Ink, New York.

ARTIST IN N. Y.—A-1 retouching and commercial work for advertising. Trade Paper and Engraving House experience. Desires change now or next few months. Box 819, care of Printers' Ink.

I WANT THAT JOB

I am 26 years old; energetic, ambitious and aggressive; with five years' advertising experience backed by a university education. I have written copy for two big corporations and for the copy department of a big daily newspaper. I know how to buy space and plan campaigns.

A number of important people will endorse my character and ability, but I'd rather get on the job and show you. Box 817, care of Printers' Ink.

SALES SPECIALIST guarantees

thorough investigation of sales possibilities in your line in any city or territory in the U. S. Service by day, week or month. Mr. Advertiser, or Mr. Manufacturer, are you getting full value for efforts and money spent? Best merchandise experience, salesmanship and diplomacy applied by this system. Write today for bookings and terms. Sales Efficiency, Box 816, P. I.

I WANT TO HELP

Alert, self-thinking, and a glutton for work. I seek a position with unusual chances to learn or advance. In return I offer a likable, adaptable personality, and a real longing to render wholehearted service. Now with small agency. Experienced in copy, layouts, letters, market investigations, plans, trade and newspaper publicity. Have advertised 16 different lines. If YOU want a dependable, resourceful young man, calm under pressure, efficiently energetic and a keen analyst, write for photo and further facts. E. F., Box 809, Printers' Ink.

Young enough to have energy and ambition.

Old enough to be seasoned with valuable experience and want to settle down.

Nearly 30; married.

Now working independently in merchandising, sales and advertising on contract and making it pay. Nature of work does not permit maintenance of a home.

I want that home. To have it I must connect with a good business house which can use brains and actually has work enough to keep me busy.

Experienced in executive, sales, national advertising and foreign business. Breadth due to former substantial connections with houses of world-wide reputation.

Salary required, sufficient to live respectably and save some from each check.

Box 805, care PRINTERS' INK.

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